

Sales Management
THE MAGAZINE OF THE
SALES INDUSTRY



In This Issue

UNIVERSITY
OF MICHIGAN

AUG 20 1951

BUSINESS ADMINISTRATION
LIBRARY

**Is It Management's Fault That
So Many Salesmen Fail?**

—it's time to quit improvising with "gimmicks" . . . 37

**What Firms Do When
They Transfer Their Men**

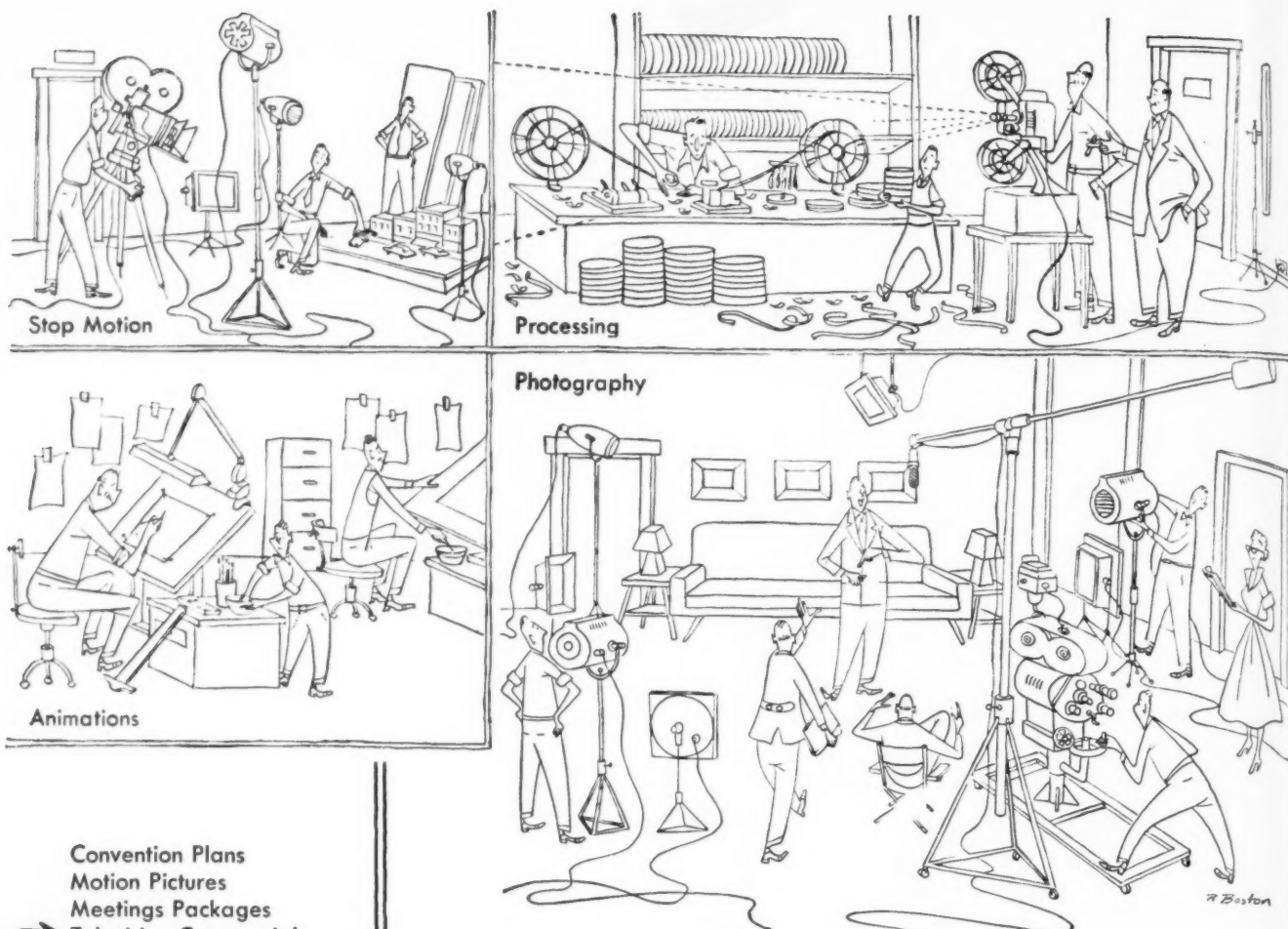
—current policies on moving & housing . . . 92

**14 Practical Ways to Help
Your Distributors—Now**

—how is your performance? . . . 88



FIFTY CENTS



- Convention Plans
- Motion Pictures
- Meetings Packages
- Television Commercials
- Demonstration Devices
- Screen Advertising
- Skits
- Cartoon Comedies
- Training Manuals
- Slidefilms
- Pictorial Booklets
- Transparencies
- Slides
- Film Distribution
- Turnover Charts
- Meeting Guides
- Tape Recordings
- Disc Recordings
- Promotion Pieces
- Poster Charts
- Banners
- Training Devices
- Quiz Materials
- Speech Coaching
- Pageants
- Stage Presentations
- Portable Stages
- Meeting Equipment
- Projection Service
- Colored Film Productions
- Field Surveys
- Convention Supervision

One-Stop Service

Here you see a television commercial being filmed by a team of Jam Handy experts for an agency and an advertiser who wants to woo more customers. Filming a budding love interest? Well . . . yes, in a way! Love for TV.

The Jam Handy Organization specializes in *visual* selling . . . knows how to drive home a sales message with the triple impact of sight, sound and motion. An old timer in TV, Jam Handy is staffed with top-drawer production men and has created some stand-out television commercials for nationally known names. (Have you seen the dancing cigarettes?)

Equally important, Jam Handy's One-Stop Service permits you to complete your program at this single source. One-Stop Service saves time . . . management time and accounting time. And it puts the complete responsibility where you want it . . . on *our* shoulders, subject to your command.

If you want greater returns from your television commercials, call or write the Jam Handy office nearest you and your advertising agency.

The
JAM HANDY
Organization

Offices → NEW YORK 19 1775 Broadway • WASHINGTON 6 1730 M. Street, N. W. • DAYTON 2 310 Talbott Bldg. • DETROIT 11 2821 E. Grand Blvd. • PITTSBURGH 22 930-932 Penn Ave. • CHICAGO 1 230 North Michigan Ave. • LOS ANGELES 21 7046 Hollywood Blvd

FOLLOW THE LEADER **into more than** **700,000 New York homes**



NEW YORK FROM 35,000 FEET UP

WHEN you're fighting to stay up there... in a battle for air supremacy or sales supremacy... it always pays to stick close to the leader.

In New York, where the magnitude of sales potential is matched only by the intensity of competition, the Journal-American is consistently the recognized leader among evening newspapers.

Preferred by more than 700,000 families... 43 of every 100 who read a metropolitan evening paper... the Journal-American carries your sales message home, where families plan their purchases.

Follow the Journal-American into the homes of New York's largest evening audience and you'll be right on the beam for volume sales.

Journal NEW YORK **American**
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

NATIONALLY REPRESENTED BY

HEARST ADVERTISING SERVICE

A HEARST NEWSPAPER

AUGUST 15, 1951

\$296 ad aimed at furniture trade pulls over 3,000 replies from consumers

Advertisers who consistently use The New York Times know that one of its biggest selling advantages is the **impact** The Times gives their advertising on both consumers and the trade.

Example:

A designer and distributor of furniture and home accessories advertised a pine table in The Times. It retailed for \$37, and the ad cost \$296.

The ad was aimed at the retail trade, but the advertiser prepared 1,000 catalogues to take care of any possible consumer inquiries. The catalogues showed retail prices, and contained a request that orders be placed only through retail dealers.

Within a matter of weeks after the ad appeared in The Times, the 1,000 catalogues were gone. Six weeks after publication, there had been 3,000 consumer inquiries...and they still were coming in at the rate of ten a day.

At the same time, dealer orders were rolling in—and 50 per cent were new accounts.

Do you want this same kind of action from your advertising—this **double sales action** from consumers and the trade? Then get all the facts, today, about The New York Times, for 32 years first in advertising in the world's first market.

The New York Times

"All the News That's Fit to Print"

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO.

Sales Management

CONTENTS, AUGUST 15, 1951

DIRECT MAIL

This Letter Opens Door
To More Direct Sales

Charmante's Beauty Planalysis goes a key step beyond providing door-to-door saleswomen with qualified prospects. It develops prospects who are ready to hear the complete story. 64

EMPLOYEE RELATIONS

What Firms Do When
They Transfer Their Men

How far should a company become involved in expenses in moving a salesman into a new territory and in helping him to find suitable housing? 92

INDUSTRIAL DISTRIBUTION

14 Practical Ways to Help
Your Distributors—Now

Your factory may be bulging with contracts for direct delivery but how are your distributors faring? Here is a checklist of what a company can do for its outlets.

By Louis H. Brendel, Merchandising Director, James Thomas Chirurg Co. 88

MANPOWER

Average Salesman's Output Trebles
Under Pitney-Bowes 6-Point Program

It all starts with an improved recruiting program. And from there on it's a matter of creating and maintaining both working conditions and working "climate" to offer the men the essentials of security, opportunity and recognition.

By Harry M. Nordberg, Vice-President for Sales and Service, Pitney-Bowes, Inc. 74

Is It Management's Fault That
So Many Salesmen Fail?

Too many firms are trying to solve the sales manpower problem by pecking at it. What's needed instead is a broader attack in which sales personnel is made a line rather than a staff responsibility. Then we'll quit improvising.

By Robert N. McMurry, Robert N. McMurry & Co. 37

MARKETS

Kiddies: Are They Now
Our No. 1 Pressure Group?

If you're a TV family, you'll agree that tots from two years up are the most brand-conscious people in America today. For proof we cite to you advertisers who've found profits in the fabulous Hopalong Cassidy—and now Beany. 60

PACKAGING

What Women Like and Dislike
About Packages Today

In this issue SM reports on consumer attitudes toward tin containers, and tabulates response from housewives on how the package influences first purchase and brand switches.

Part III
By A. R. Hahn, Managing Editor, SALES MANAGEMENT 48

SALES MANAGEMENT

SALES AIDS

Trade Characters Are Star Salesmen For Savings Deposit Accounts

For "Thrift Twins": Their names are "Sales" and "Friendly" and they're doing an excellent job of giving tangibility to an intangible product. 46

Selling Via Sound Tape

If you're tired of cajoling your salesmen into writing detailed reports you might ask them to do what comes naturally: talk their reports into portable sound tape recorders. 84

Tools for Quick Answers: They Touch a Buyer's Live Nerve

One sure-fire way to earn the favorable attention of a prospect is to give him a tool that will provide a short cut to the answer to whatever problem may be on his mind. A roundup of practical gadgets used by some blue chip industrial firms. 42

SALES MEETINGS

Blindfold Tests for Ads

A simple stunt that will delight the hearts of your sales force—if you have the advertising coverage to make good. 81

SALES PROMOTION

Does It Pay to Promote A Little Specialty Item?

Cutter Laboratories' snake-bite kit made a decent showing for itself without any fanfare, but when it was given a shove with a counter display and some direct mail, sales took a kangaroo leap. 96

SALES TRAINING

Dental Group Packages Training Meetings for Dealers

Manufacturers' Section of American Dental Trade Association offers a planned 8-meeting program on salesmanship techniques to be used by dental supply dealers. By Vernon W. Rooke, Jr., American Dental Trade Association. 102

Sperry's Doughboys: To Sell a Baker They Learn his Trade

Query: Can he bake a cherry pie? Answer: Yes, if he's a Sperry salesman. 45

DEPARTMENTS AND SERVICES

Advertisers' Index	119	Readers' Service	118
Advertising	112	Scratch Pad	20
Comment	120	Shop Talk	100
The Human Side	8	Significant Trends	35
Marketing Pictographs	65	They're in the News	40
New Books for Marketing Men	73	Washington Bulletin Board ..	28
People and their Ideas	15	Worth Writing For	110

The T.R. 10 Minute Survey

IT'S EASY FOR YOU TO CHECK
UP AND FIND OUT FOR YOUR-
SELF WHO USES T.R. FOR
"WHERE-TO-BUY" INFORMATION

Call five or six companies...any companies...where you do business. Ask the purchasing department—"What media is used for 'Source-of-Supply' information?"

**4 out of 5
Companies**

WILL ANSWER...

Thomas Register!

Here is an unbiased test. Conducted in a few minutes from your own telephone. Already 8,500 advertisers know that T.R. produces more sales at lower unit cost.

**"8,500 T.R. Advertisers
Can't Be Wrong"**

HABITUALLY CONSULTED BY ALL DEPARTMENT
HEADS, REPRESENTING 60% OF THE TOTAL
INDUSTRIAL PURCHASING POWER OF THE U. S.,
WHO ARE CONCERNED WITH WHAT TO BUY &
WHERE TO BUY.

96% ABC Paid Circulation

**THOMAS
REGISTER**

461 EIGHTH AVENUE • NEW YORK 1, N. Y.





Are your customers human?

Do your best salesmen simply recite your price list, run through your product features by rote . . . and then take home the order? Don't they ever talk about the weather, women, golf, the customer's kids, last night's poker game? Of course, they do . . . *because businessmen are human beings* . . . and any good salesman knows it! And so do the editors of Nation's Business, and that's why it has grown and grown . . . until today it's a whopping three-quarters of a million in paid circulation, biggest of all magazines for businessmen. In the business market nobody makes more calls than Nation's Business in any state, county, city or trading area . . . or right in any salesman's or dealer's own backyard. Ask your agency for the NB story today. Nation's Business, Washington 6, D. C.

mass coverage of business management

NATION'S BUSINESS

A GENERAL MAGAZINE FOR BUSINESSMEN



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASS'T MANAGING EDITOR.....John H. Caldwell
SPECIAL FEATURE EDITOR.....L. M. Hughes
ASSOCIATE EDITORS.....Alice B. Ecke,
Harry Woodward, James M. Singleton,
D. G. Baird, Frank Waggoner
CHICAGO EDITOR.....Lester B. Colby
WASHINGTON EDITOR.....Jerome Schoenfeld
ROVING EDITOR.....A. G. Mezarik
CONSULTING ECONOMIST.....Peter B. B. Andrews
DESK EDITOR.....Mary Camp
ASS'T EDITORS.....Mary Peabody, Aileen Weisburge
READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Marth

ADVERTISING

PROMOTION MANAGER.....Elliott Eakin
PRODUCTION MANAGER.....Madeleine Roark
RECORDS.....Rose Cutugno

FIELD MANAGERS

NEW YORK 16, N. Y.
386 Fourth Avenue Lexington 2-1760
Merril V. Reed W. E. Dunsby
John W. Hartman Wm. McClenaghan
CHICAGO 1, ILL.
333 N. Michigan Avenue State 2-1266
C. E. Lovejoy, Jr. W. J. Carmichael
SANTA BARBARA, CALIF.
15 East de la Guerra Santa Barbara 6405
P. O. Box 419 Warwick S. Carpenter

SUBSCRIPTIONS

DIRECTORR. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
ASS'T GENERAL MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Copyright August 15, 1951 by Sales Management, Inc.



Member
Audit Bureau of Circulations
Associated Business Publications



August 15, 1951 Volume 67 No. 4



sends the charge customers French postcards (scented but clean!). A roving troubadour sings *chansons* in the store yet! Early shoppers get *muguets* (lilies of the valley to you) flown from France! It's gay and goofy, but sells gobs of Coty for Mother's Day.

☐ Across the street, through the LIRR viaduct, is the Gertz parking lot, free to customers or 15c for three hours, with booths selling begonias, barbecue grills, bug killer. Modom can cold-storage her mink without leaving her Chev. The adjoining Outlet Store carries slow moving stuff from the big store—scaled down to make hard-dollar housewives smile. Whotta operation!

☐ Why do WE plug Gertz? Please—it's our customer, but big. Started to use The News in 1933, ran 9,148 lines... In 1950, used 472,614 lines, or 472.6 News pages! And will spend \$250,000 this year—in Brooklyn and Queens Sections only! (Big advertiser in the Long Island Press and Star-Journal, too.)

One page in the Queens Section sells \$10,000 worth of beds and sofas, or \$15,000 in TV sets...or moves 10,000 ten-pound cans of insecticide, special at \$2.99! Sells Gertz customers not only in Queens and Brooklyn, but in Nassau County—and Manhattan! Just sells and sells and sells—everything.

☐ There isn't any mystery about it. As New York City and Queens grew, The News was the only New York newspaper that kept pace! It's the only New York newspaper that reaches a majority of the homes in Brooklyn and Queens, which have more

than half the total city population.

And any national advertiser can use The News as Gertz does—doesn't have to buy the whole package of 2,000,000 plus metropolitan circulation. YOU TOO can buy advertising in the New York market to fit your budget—in the Brooklyn, Kings, Queens,



Manhattan, or Newark sections. Or split-run, with half the city and suburban circulation!

No other medium meets more of your customers and prospects in one place—in drug, grocery, variety, department, or dill pickle stores. And at such low cost!

☐ Come to New York, where business is better for everybody... all the time! And where The News makes it better all the time!

THE NEWS, New York's Picture Newspaper

220 East 42nd St., New York... Tribune Tower, Chicago
155 Montgomery St., San Francisco... 1127 Wilshire Blvd., Los Angeles

The Human Side

Man the Forts!

We knew there had to be one—and there is. A lady automobile dealer. Women have been invading man's prerogatives since we franchised them. And you'll be interested to know that a pretty gal, name of Mary Louise Enloe, not only is the Pontiac and Packard dealer in Jacksonville, Ill. . . . she's had to build an ultra-modern, expensive new plant to house her sales activities! Furthermore, General Motors tells us she's the only woman dealer it has.

Naturally you'll want to know more: Miss Enloe sums up very simply her reason for being in what heretofore has been considered a man's world. "I love the automobile business," she says. But even she feels that isn't enough. To justify her brazen crashing of a traditionally male frontier, she adds: "Why shouldn't a woman be an automobile dealer? Women dictate the styling of the American automobile. And women, no matter what men may say, cast the deciding vote on what make car the family will buy." (Remember when nine out of 10 cars were funereal black? *Women* changed that.)

The Enloe Motor Co. boasts a new plant with a solid glass front, big enough to count the cylinders on the cars on display. That's the Enloe touch. The used car section is a smart-looking court, right in front. And the Enloe used cars are not only checked by Miss Mary Lou herself . . . they're shined within an inch of their chrome. It's such touches that won Miss Enloe the first Better Dealer Award in the Pontiac St. Louis Zone.

The lady who is mistress of all this showmanship is the daughter of a Missouri dentist. When she was ready



LADY INTO TYCOON . . . she's Mary Lou Enloe, only woman Pontiac dealer. With her are: (1) A. A. Butzow, zone manager, and W. G. Schopf, district manager, GMC Truck Division.

to start a career she asked Papa if she could take a job as a bookkeeper for a motor company. He vetoed the idea, having other ideas for his daughter. After all, he told her, six Enloes were physicians or dentists and Mary Lou ought to aim "higher." But he underestimated his daughter's tenacity—the same tenacity which made her such an outstanding success in a business run entirely by men.

That bookkeeping job was her start. Then for 11 years she worked for Harris Motor Co. in Clayton, Mo. And in 1942 she bought the entire stock of the company. A year later she sold it, seeing greener fields in Jacksonville. Today she heads one of the largest and most modern automobile dealerships in the Middle West . . . the only woman among more than 4,000 Pontiac dealers in the U.S. Furthermore, she sells *trucks*, too. She has the GMC agency in the area.

Her new plant is the last word in salesmanship. No jarring notes for Miss Enloe. There are only three signs on the entire Enloe block and they are carefully designed and placed to add to the attractiveness of the new building. The building itself is simple in line, easy to get into and "hard to get out of," says Mary Lou. To give you an idea of its size, the big brick and steel building, which houses the showrooms and service centers, is located on a plot 135 by 600 feet, contains 12,000 square feet. A rear lot of paved parking space boasts 15,000 square feet. The attractive offices have furniture and fixtures of Primavera real wood Formica, and the lighting is guaranteed to flatter the ladies—and the cars. The building is floodlit at night.

Although she admits that the business demands "26 hours a day" of her time and that Miss Enloe knows practically nothing about things mechanical, she wisely hires only top mechanics—on a *man's* recommendation. (See, they still need us, boys.)

Miss Enloe made a big thing of her new plant opening. She used her feminine wiles, enticed top executives from GMC, Pontiac and Packard to Jacksonville, held a parade around the public square, featured square dancing at a community party and gave away door prizes.

Well, it must be perfectly obvious, boys, that women—*some* women—can teach us a thing or two. And if the personable Miss Enloe is a harbinger of things to come, you may expect to have three cars in your two-car garage.

BUSINESS HAS A HEART

Who says American business has no heart? At least three of the nation's big corporations have proved, during the recent Midwestern floods, that they not only have a heart . . . but that it's in the right place. No doubt there are other corporations that have come to the aid of the



YOU'VE GOT TO **ACT BIG** TO **SELL BIG**
IN **BIGGER BALTIMORE**

Baltimore is Bigger . . . Richer, too! Since 1940 family population has increased 28% . . . spendable income has almost doubled. And to reap your sales potential in Bigger, Richer Baltimore you need the keenest sales tool that will cut the widest swathe.

Today, successful advertisers in the Nation's 6th largest city use the larger evening circulation of The Baltimore

News-Post to get their "sales-share" of the Market.

Advertising in The News-Post reaches more than 58% of City Zone families—(197,000 plus). Total net paid circulation exceeds 225,000.

For a detailed review of growth in Baltimore ask your Hearst Advertising Service representative to show you a copy of "A Visit To Bigger, Richer Baltimore."

Baltimore News-Post

First in Circulation . . . First in Coverage in the 6th Largest City

A HEARST NEWSPAPER — REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE WITH OFFICES IN PRINCIPAL CITIES

AUGUST 15, 1951



ALL IS BRIGHT . . . at Mary Lou's emporium. Bright but not gaudy. If this layout appeals to you it's just further proof that sometimes women can do things better than a poor male.

stricken area. But the ones of which we are aware are Pitney-Bowes, Inc. McKesson & Robbins Laboratories and Crosley Division, Avco Manufacturing Corp. All three went all-out to help their customers, to get the wheels of industry turning again, to provide badly-needed medicine.

Pitney-Bowes's v-p for sales and service happens to be a Kansas City man. You might even argue that his was a personal stake. But when the first press dispatches began to detail those Kansas City areas which were submerged, Harry Nordberg—a former branch manager and salesman there—knew instantly that more than the wholesale district was involved. He reasoned that the flood had knocked out at least 150 postage meters. And while postage meters might seem like a minor part of a great

tragedy, he wanted to do his part and P-B wanted to do its share in helping. So the company, under Nordberg's direction, placed, within 24-hours, a large ad in three Kansas City newspapers and newspapers in Topeka, offering free-of-charge the loan of available postage meter mailing equipment during the disaster period. Customers with flood-damaged meters were assured that they would incur no expense in connection with the meter portions of their installations, and recovery or refund of postage remaining in the meters was handled by a special form.

Owner of flood-damaged Crosley appliances got the same share. Crosley also took advertisements in functioning newspapers, stating that "all service and parts will be charged for on a strictly cost-basis—without so much as a penny profit anywhere along the line."

McKesson & Robbins went all-out to help its customers. All merchandise bearing its label was replaced free-of-charge. Replacements to druggists included all McKesson & Robbins merchandise not covered by insurance. And the company requested its representatives to help retailers, whenever possible, to make inventories and to destroy damaged stocks, entering replacement orders on the spot. McKesson representatives are told to help customers estimate losses.

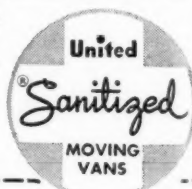
You may say, "Sure, but all this is just smart business," and you'd be right, of course. Any Pitney-Bowes, Crosley or McKesson & Robbins customer is going to think twice, after this, before giving an order to competitors of the three houses. But it goes deeper: And we'd like to think that more was involved here than heart of matter.



2859

A United Move is a Cleaner, Safer Move

United's "Man on the Van" takes advance precautions to protect household goods and office furniture assigned to move via United Van Lines. It's part of his *Pre-Plan* to use Sanitized vans and equipment on every move. Sanitized guards against germs, insects, mold and odors—a cleaner, safer way for everything to travel. This is an exclusive United feature—to better serve busy executives responsible for personnel moves. Call your helpful United agent or write *Moving Headquarters*, United Van Lines, St. Louis 17, Mo.



Helpful Book, Free! ➡

United VAN LINES, INC.

Moving With Care Everywhere . . . Over 400 Agents in U. S. and Canada

United Van Lines, Inc.
St. Louis 17, Mo.

Without obligation, please send your 20-page Picture Book, "Moving with Care Everywhere" . . . with helpful moving ideas.

NAME _____
FIRM _____
ADDRESS _____
CITY _____ STATE _____

People and their Ideas



GARVER

New Sales Jobs . . .

A few companies, seemingly impervious to Dog Days, have made new sales appointments. Most are waiting until after Labor Day. . . . General Foods Corp. named **Robert I. Garver** sales and advertising manager for the Certo Division. . . . **C. F. Hastings**, assistant general sales manager of American Central Division, Avco Manufacturing Corp., who has been in charge of contract sales, has assumed the additional responsibilities of heading sales production control and product design and development. . . . New manager of consumer products sales for The International Nickel Company's Inco Nickel Alloy Sales Department is **Harold J. Thompson**. . . . **Louis A. Lara** is the new general sales manager of the Ink Division of J. M. Huber Corp. . . . Six changes in sales personnel of Libbey-Owens-Ford Glass Co., involving promotions and transfers, have been announced. **William H. Radigan** is now industrial manager of the L.A. district, relieving **Fred W. Segerstrom**, who has joined the new Fiber Glass Division as sales manager of its superfine glass fibers. **Ralph A. Prickett** becomes district industrial manager of St. Louis. **Robert W. Troup** goes to Detroit as industrial field representative. **Hugh M. McClellan** is now in Dallas as field representative, succeeding Mr. Prickett, and **W. J. Gray** has been transferred to the position of industrial representative in the L.A. area.

... and other executive appointments

General Foods has three new v-p's:

Clarence Eldridge, **L. E. Waterbury** and **George Hampton** were recently elected to top posts. Eldridge will head marketing activities, Waterbury will remain general counsel and secretary and Hampton will oversee operations of four divisions. . . . **A. H. Borchardt** has been elected a v-p—with over-all responsibility for the sale of the company's entire line of pumping equipment—at Worthington Pump and Machinery Corp. . . . At Bendix Aviation Corp. **George E. Steiner** has been named general manager of the new Montrose Division. . . . **Ira G. Needles**, v-p of The B. F. Goodrich Rubber Company of Canada Ltd. since 1945, has been elected president of the company. . . . The new assistant to the general manager of G-E's Traffic Appliance Department is **D. C. Spooner**, **Jr. R. O. Fickes** and **M. M. Wheeler** have been named managers respectively, of the Automatic Blanket and Clock Divisions. . . . Schick, Inc. has announced executive changes: **Cecil M. Arrowsmith**, formerly manager of government contracts, has become director of industrial and public relations. **C. H. Pease** has assumed Mr. Arrowsmith's former responsibilities, as well as facilitating the procurement of defense contracts. . . . **Ray J. Jonas** has been appointed service manager of the Philadelphia branch of Burroughs Adding Machine Co.

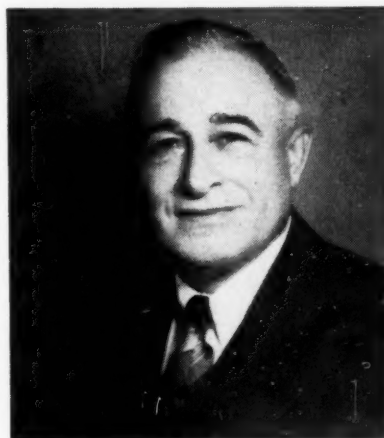
Raytheon television distribution recently was expanded into Mexico



THOMPSON

with the appointment of a distributor there. "Continued expansion in the receiver market is anticipated in Mexico, where television is rapidly taking hold," says **G. L. Hartman**, general sales manager of Belmont Radio Corp., manufacturer of Raytheon Television.

The third generation of his family to achieve a top post in the floor covering field is **Robert Frank Nairn**: He's been named head of the new plastics flooring operations of Congoleum-Nairn, Inc. Grandson of Sir Michael Nairn, who in 1886 founded Nairn Linoleum Co. in Kearney, N.J., he's worked up through the family's Scottish plant—starting in the mill—came to the U.S. in '45.



BORCHARDT

Five members of the Ball Brothers Co. management recently became new vice-presidents of the glass container manufacturing firm. A sixth was named v-p of the firm's West Coast subsidiary, Ball Brothers Company of California. The v-p's: **George E. Myers**, **G. Fred Rieman**, **Hugh Crawford**, **Fred A. Schlosstein**, **Robert W. Biggs**. The west coast v-p: **Ralph C. Edgar**.

"This in no way is a reorganization," says President **Edmund F. Ball**. "Rather, what we have done is to improve and strengthen our management organization and decentralize our operations by products and by divisions. These and other changes that are to come became necessary because our business has outgrown its old organizational lines and it was felt that a greater delegation of authorities and responsibilities would be invaluable to the future growth, progress and prosperity of this company and all the people associated with its operations."



Highlights Of What's Being Bought By Pacific Northwest Farm Residents in 1951

Item	% Farms Buying	Number of Farms Buying	Item	% Farms Buying	Number of Farms Buying
Gasoline	96.9	204,371	Woven Fence	15.9	33,429
Motor Oil	90.0	189,781	Barbed Wire	32.5	68,420
Tractor, wheel type	6.2	13,093	Fertilizer	47.4	99,850
Moldboard Plow	5.2	10,928	Work Shirts	87.1	183,575
Grain Drill	4.9	10,290	Shoes for Men	86.3	181,922
Fertilizer and Lime Spreader	5.4	11,470	Shoes for Women	86.8	182,902
Hydraulic Loader	4.0	8,527	Shoes for Children	48.5	102,260
Irrigation Pipe	7.6	15,956	Electric Range	6.4	13,579
Irrigation Pump, shallow	4.3	9,073	Electric Refrigerator	4.7	9,811
Chain Saw	4.1	8,669	Home Freezer	7.1	14,871
Power Lawn Mower	5.2	10,969	Radio-Phonograph	4.8	10,212
Pressure Water System	7.2	15,093	Electric Motor	9.5	20,048
Bath Tub or Shower	12.9	27,210	Dairy Feed	45.0	94,789
Automobile	9.1	19,094	Poultry Feed	68.7	144,815
New Truck	3.9	8,193	Laundry Soap, powdered	70.7	149,043
Auto Tires	45.6	96,078	Soap Substitutes	63.6	134,114
Truck Tires	22.1	46,669	Floor Wax	78.0	164,473
Spark Plugs	53.4	112,602	Baking Powder	95.1	200,591
Auto or Truck Battery	40.2	84,693	Coffee, regular	83.6	176,226
Flat Paint	36.3	76,555	Bottled Soft Drinks	55.7	117,402
Metal Roofing and Siding	11.8	24,820	Corn Flakes	67.5	142,277
Wall Board	12.0	25,316	Oatmeal	87.0	183,493
			Crackers	94.2	198,601
			Flour, all purpose	97.1	204,637

Data above compiled from the Pacific Northwest Farm Quad's 1951 buying intentions survey, which is the 28th such study that has been made among Pacific Northwest farmers. This is a study you can use now because it provides buying intentions, brands or makes preferred, and in many instances amounts to be bought. Write for your copy or ask your nearest Western Associated Farm Paper representative.

...may be just what you need

its · capacities · installation · operation · guarantees · how to buy

Branch
Offices
and
Plants

several specialized catalogs—in which case these advantages are further emphasized.

Next time you set out to prepare printed product information, we suggest that you call in Sweet's—specialists in specialized catalogs.

Sweet's can help you with any part of your catalog job

You may order these services separately, or in any combination

DESIGN

Sweet's design department is staffed by 63 consultants, technical copywriters, draftsmen and artists. Your requirements receive individual treatment by men experienced in your field and specially trained for this work.

plan—consultation and analysis of products and markets; determination of catalog's scope and content.

rough dummies—comprehensive format with subject matter, captions, copy and cuts indicated.

finished dummies—complete copy and mechanical layout, ready for the printer

PRODUCTION

Because of the great number of manufacturers' catalogs handled, Sweet's can offer the economies of quantity production with no sacrifice of quality.

Even if other Sweet's services are not desired, it may be found convenient to have some or all of the details of production handled by one responsible organization.

Sweet's will take complete charge of the execution of orders for any or all of the following: drawings and photographs, engravings, type composition, electrotypes, printing and binding.

DISTRIBUTION

Sweet's services are available for either of two types of catalog distribution—individual or pre-filed—to selected organizations and individuals representing the bulk of the buying power in the construction or manufacturing fields.

1. individual distribution—by purchase of lists compiled by Sweet's, or by using Sweet's mailing facilities.

2. pre-filed distribution—by filing manufacturers' catalogs permanently in bound, indexed collections (files). This method has the advantage of keeping product information accessible at all times in prospective buyers' offices.

Sweet's Catalog Service

DIVISION OF F. W. DODGE CORPORATION • 119 WEST 40TH STREET, NEW YORK 18, N. Y.



1,000,000
men of influence
can be influenced
in The ELKS Magazine

When your institutional message or product story is unfolded before more than 1,000,000 Elks, you are reaching one of America's most selective male mass markets. In over 1580 communities, Elks rate as men of influence—51.9% are business owners . . . 46.1% are administrative and operating executives . . . 11.6% are professional men. The Elks is *their* magazine, fraternal in nature, national in scope, high in editorial excellence. Schedule The Elks to sell your ideas as well as your products.



WILLA
MONROE

**"A GREAT BUY",
SAYS OUR
COMPETITION!**

The five Memphis stations that split up the Memphis white audience will admit that WDIA completely dominates in selling the 44% Negro segment of Memphis' 394,000 total population. And, with a total BMB county-count of 489,000 Negroes, WDIA thus offers you a truly great market that cannot be as effectively sold any other way!

Hoopers* prove the listenership, and the case histories of such QUALITY advertisers as Camels Cigarettes, Super Soda, Frostee, Arrid, Lipton Tea, Purex and Old Judge Coffee prove results. Write for full details.

***HOOPER RADIO AUDIENCE INDEX**

City: Memphis, Tenn. Months: April-May 1951

Time	Sets	WDIA	B	C	D	E	F	G
MF 8AM-6PM	14.5	24.1	25.4	19.9	11.6	9.2	6.7	2.5

Radio Station WDIA, Memphis, Tenn.

John E. Pearson Co., Representative

The Scratch Pad

BY T. HARRY THOMPSON

Modern version: "A nickel for your thoughts."

Sign in the main bar of the Log Cabin Lodge, Medford Lakes, N. J.: "Through these doors, the most beautiful women in the world have passed out."

Ideas have to be hitched as well as hatched, says a mid-West advertiser.

Nobody (until now), says Julian Rogers, has called the cigarette-smoking millions "the cigarette pack." But it sounds cute, Julian.

Kodak's Jim Brobeck reports a sign in a Rochester electrical store: "Prices were born here, raised elsewhere!"

"\$150,000 for Alcoholics Sought in State-Fund Bill."—Headline. At today's prices, that wouldn't buy them much likker on a state-wide basis.

BACHELORS: Parade of the Wouldn't Soldiers.—*Diddy Mathews Palmer* in "The Charleston (W. Va.) Daily Mail."

We have "Shangri-la" as the name of a chimerical Utopia. We need a name for that equally fantastic place where waiters disappear to about the time you're ready to order dessert.

Purity Baking's G. A. Yore says he can hardly wait for the faucet-repair ad asking: "Is this drip necessary?"

Featuring Gordon Grant's painting, "Days of Sail," McCandlish Litho's 1951-1952 calendar was distributed at the end of June. Following customary practice, the calendar extends from July 1, this year, to June 30 next. Focal point in the Grant painting is two square riggers, complete from bow to stern.

Incidentally, McCandlish v-p Hal Speckman says a fellow met a returned GI and said: "Now that 'grim-visaged war hath smoothed his wrinkled frown,' I suppose you are 'capering nimbly in your lady's chamber to the lascivious pleasings of a lute.'" The soldier replied: "Nuts to that noise. I'm trying to locate the 'lieut' who was so lasciviously pleasing while I was away." Apocryphal, Hal says.

HARRY—"What do you do for exercise?"

LARRY—"I read mystery-stories and let my flesh creep."

—*Kasco Informant.*

Ringling a paragraph here about Hadacol, Mo Smith, of *Industrial Equipment News*, comes up with a gag which I'll throw to our old friends Nit and Wit:

NIT—"Know how to make an H-bomb?"

WIT—"Sure. Dip an A-bomb in Hadacol."

In case Senator LeBlanc doesn't like gags about his famous tonic, Reader Smith was thinking of its powers only, I'm sure.

GRAND OPERA: A place where the tenor gets stabbed in the back and, instead of bleeding, he sings.—*S & M Lamp Co.'s "Red Cap Hi-Lites."*

For a definitive brochure on direct mail, you might write to Dickie-Raymond, 80 Broad Street, Boston 10, Mass., for a copy of "Answer-Book for Sales & Advertising Executives."

Honesty can be the funniest policy, says Jim Collins. A fellow wanted to reprint a comic drawing in his house-organ. Honestly wrote the artist, the company the artist worked for, the trade-journal that reprinted it first. Got nice answers, permission, everything . . . *provided* he gave

SALES MANAGEMENT

Empire

WATERS OF LACER
A photo from
MONTANA: MONTANA
Kilgus and Clark, Alaska

**DENVER POST'S *Empire* MAGAZINE
JOINS LOCALLY-EDITED GROUP!**



IN 6 YEARS

from 2 to 13 members
from a weekly circulation
of 482,614 to 3,160,072

**THE
LOCAL
TOUCH**

LOCALLY-EDITED GRAVURE MAGAZINES

Thirteen weekly newspaper magazines featuring The Local Touch for highest reader interest, greater advertising value.

TOTAL CIRCULATION: OVER 3,000,000 COPIES WEEKLY

Contact any of the following representatives:

Branham Co., Cresmer and Woodward, Jann & Kelly, John Budd Co.,
Kelly-Smith Co., O'Mara & Ormsbee, Osborn, Scolaro, Meeker & Scott,
Maloney, Regan & Schmitt.

COLUMBIA STATE
COLUMBUS DISPATCH
SAN ANTONIO EXPRESS
ST. LOUIS GLOBE-DEMOCRAT
SALT LAKE CITY DESERET NEWS
ATLANTA JOURNAL AND CONSTITUTION
NEW ORLEANS TIMES-PICAYUNE-STATES
LOUISVILLE COURIER-JOURNAL
THE NASHVILLE TENNESSEAN
HOUSTON CHRONICLE
INDIANAPOLIS STAR
NEWARK NEWS
DENVER POST

Prominent Users of Strathmore Letterhead Papers: No. 95 of a Series



With painstaking skill an expert craftsman makes a delicate adjustment on a Tycos Sphygmomanometer, the Taylor-made blood pressure measurement instrument that is used in all parts of the world.



QUALITY...

a precision tool for building reputation

In the Fall of 1851 two young men pooled their slender resources and their considerable skills and energies, and in the best American tradition started a one-room business manufacturing thermometers.

Now, 100 years later, Taylor Instrument Companies, of Rochester, New York, is acknowledged to be one of the leading manufacturers in its field—producing 8000 variations in controls and measuring instruments for industry, science and the home.

Such a company, schooled in a tradition of precision perfection, mirrors its background of quality in every phase of its business . . . selects the character of a Strathmore paper for its special centennial year correspondence, as it has for its letterhead for many years.

Strathmore quality in a letterhead gives a "precision" impression, scrupulously interpreting to the reader a basic soundness and tradition. Let your supplier submit new designs, or proofs of your present letterhead, on Strathmore paper. Weigh the results against the effect of your present sheet. You'll find that the quality expressed by Strathmore papers is a really tangible thing.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

credits as follows:

"Drawing by John Smit, copyright by Mims Company, reprinted from the Horsefeathers Trade Weekly, by special permission. Copyrighted by Horsefeathers Company." "Heck," said the guy. "That's more than the joke could carry." And hooked a funnier comic from an uncopyrighted house-organ.

Writes Oscar Straube, president of Pay Way Feed Mills, Inc., Kansas City, Mo.: "Since you are a dealer in words, I am sending you a few which we have found to be very popular with our dealers." Example: "Be a hog-raiser, not a hog-grazer."

Harry Phillips, ad-director of *Time*, writes me that he gets a kick out of gadgets . . . encloses a "round slide-rule" which began as a 10-foot model shown at *Time's* sales-convention. Theme: "You can dial your advertising future on this wheel." Ingenious!

SHURON OPTICAL COMPANY
Geneva, N. Y.

Dear Harry:

Our Advertising Department recently mailed a window-display photograph to optical retailers. This was a photograph showing a June bride, and the accompanying blurb referred to the bride's veil as an "allusion."

My secretary, Mrs. Helen Reynolds, remarked that what led the copywriter into this error was undoubtedly the dictionary-definition of "allusion," which reads as follows: "Allusion: A casual, sometimes veiled, reference . . ."

Cordially yours,
Don (Southgate)

Henry Schlichting, v-p of New York's Charles Marchand Company, the hair-rinse people, says he was particularly amused by the letter from John Landels Love, of Toronto, giving "what for" to an American publication seeking subscriptions in Canada, and furnishing return-postcards franked with *American* stamps.

He's sure the criticized American publication doesn't think of Canada as an American state any more than does (deleted by T.H.T.) Publishing Company feel that the United States is a part of Canada. For, says Henry, "as the enclosed will show," Canadian publications make the same mistakes. The enclosed: A return-postcard for mailing in the U.S., but carrying two nice, new, one-cent *Canadian* stamps!

Highest buying power

Of all the news magazines in the United States, only one has an average subscriber-family income of more than \$10,000 a year.

It's "U. S. News & World Report," whose subscriber-families have an average income of \$13,557... giving them 39% more buying power than the subscribers to any other news magazine.

Class News Magazine

The high incomes of subscribers to "U. S. News & World Report" reflect their high positions of responsibility in business, industry, finance, the professions, and government... good people to have on your side, good people to have on your books.

**U.S. News
& World Report**

magazine
OF 448,000

First in its field in 1951

IN PERCENTAGE CIRCULATION GROWTH

First in its field in 1951

IN PERCENTAGE ADVERTISING GROWTH

DRUG, COSMETIC BUYING PATTERNS DIFFER SHARPLY

Local Buying Patterns Key to Volume Business

Forty-eight per cent of St. Paul housewives purchase most of their cosmetics in department stores. When compared with some of the diversified cosmetic buying habits in other major markets throughout the nation, this figure takes on some important marketing aspects.

Consider that with distribution in department stores only, you can capture about half the customer traffic in cities like St. Paul (48%) and Milwaukee (51%). With the same distribution in Columbus, Ohio, you would have about 36% of the traffic; in Fresno, California, 13.6, and in Modesto, only 1.3%. On the other hand only 6.2% of the housewives in the St. Paul Market buy most of their cosmetics in variety stores, while one out of every five is doing so in Birmingham, Alabama.

To round out the cosmetic traffic picture in St. Paul here is the per cent of housewives reporting where they buy most of their cosmetics by major outlets.

Department Stores	48%
Chain Drug Stores	16%
Independent Drug Stores	16%
Variety Stores	6%
All other	14%

With this pattern in mind let's switch to an allied classification—drugs. While nearly half the St. Paul housewives buy most of the cosmetics in department stores, only 10% purchase most of their drug products in the same place. For the bulk of drug purchases, 63% of the housewives shop in independent drug stores. This superiority of independent drug stores for drug traffic shows a consistency among markets with comparable data.

Milwaukee	71%
St. PAUL	63%
Birmingham	60%
Omaha	58%
Columbus	58%
Duluth-Superior	57%

Here is the total tabulation of the drug purchase preference of St. Paul Housewives:

Independent Drug Stores	63%
Chain Drug Stores	26%
Department Stores	10%
Variety Stores	1%

The comparative figures given for other markets above were obtained from the 15 Market 1951 Consolidated Consumer Analysis. Complete comparisons for each city can be found in this report. Copies are available from any of the participating newspapers.

For 1951 brand preference findings in St. Paul, specify the product or classification in which you are interested and write Consumer Analysis, Dept. 11-G, St. Paul Dispatch-Pioneer Press, St. Paul 1, Minnesota—the Northwest's Morning, Evening and Sunday newspaper with the market tailored circulation.



WASHINGTON

Bulletin Board

OPS

► Hereafter, ceilings of manufactured goods must reflect not only labor and materials, but also advertising and selling, costs. The new Defense Production Act says so. When OPS was criticized for not allowing them, it replied in effect that the omission made little difference, that ceilings would force nobody to curtail his ad expenditures.

Ceilings had been set at the top of the market and were not important in setting prices. Yet, people with things to sell seem to want the highest ceilings they possibly can get. Petitions to OPS show it.

Now there are more ways to petition. You can demand a higher ceiling if any of your costs has raised total costs, if, for instance, there has been a rise in selling expense. There will be a lot more fussing—demands and efforts to counter them. As sellers claim higher costs, OPS will have the burden of allocating the increases among all of the products the petitioner sells—a sticky business that may or may not bring forth higher ceilings.

When and if there's another inflation push, the new law will make it even harder to cope with. Under such conditions, demands on Congress for a new and better law might become an added buying stimulus.

► Mail order concerns selling house brand tires have an added assurance, in a new order, that they won't be undersold by the manufacturer's brand. The price must not exceed that offered for the manufacturer's brand to the lowest price class of buyers, except with OPS approval. Otherwise, ceilings are set on a cost plus fixed margin basis.

SDPA

► These are new initials, standing for "Small Defense Plant Administration," whose creation is ordered in the 1951 Defense Act. SDPA will bid for Defense contracts and let them to small companies. It will be like the old Smaller War Plants

Corp. It has been given powers beyond brokerage in contracts. It can certify to procurement men as to the competency and credit worthiness of one of its clients; it can put in a good word at RFC, etc. It's first job, of course, will be to sell itself to the rest of the Government. The Armed Services could simply ignore it.

CONGRESS

► Ways of interpreting the Robinson-Patman Act keep multiplying. The Senate has been debating a bill to amend it—by making it a defense against a charge of price discrimination that you were meeting competition in "good faith." There were dozens of conflicting statements about what the law requires now and what it will require after the bill has been passed.

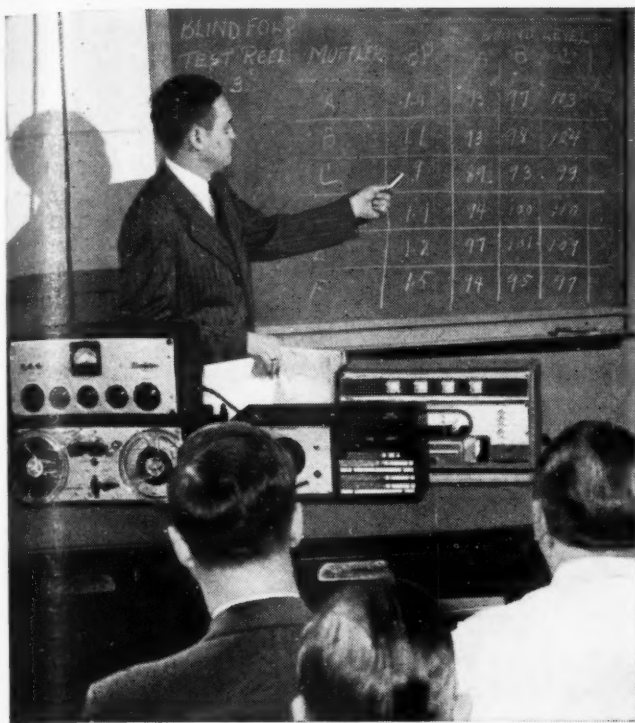
The main argument, however, was on a key point. If "good faith" is to be a defense by statute, will the FTC have to prove bad faith or will it be up to the seller to prove the opposite? FTC, which doesn't want the bill, claimed that it would have to shoulder the burden; the bill's sponsors said otherwise.

NPA

► As agencies grow, they start to spawn all sorts of special sections for dealing with the public. NPA has a Small Business Division, which is said to have been helpful in getting materials for various concerns; there's now a Business Inquiry Center which, according to a handout, is the best first stop within NPA for the out-of-town visitor. It's on the main floor lobby of the old GAO Building, 5th and F Streets, NW. There's no point telephoning; you're sure to get a busy signal. Chief job of the Division is to direct you to the man you want.

RESERVE BOARD

► The latest installment of the Board's running survey of consumer finances shows that in 1950 people bought almost twice as many cars,



These tricks with tape recording help you sell!

WHAT'S THE BEST WAY TO PROVE your product makes a quieter sound . . . or a more pleasant sound . . . or does a better job of muffling sound? The Donaldson Co., St. Paul, Minn., makers of engine mufflers and silencers, found the solution in the miracle of tape recording.

Actual competitive tests of Donaldson mufflers and other makes are recorded on tape and the recordings are played right in the customer's office. The result is an impressive sales presentation that is easy to stage and really gets results.

Tape recorders are as easy to operate as radios. There's no needle scratch or distortion, and the tape is easily edited and spliced with scissors and "Scotch" Splicing Tape.



EFFECTIVE SALES TALKS can be developed far faster when tape recording helps polish up emphasis and delivery. Tape lets every salesman hear exactly how he sounds to a prospect, reveals unpleasant speaking habits and mannerisms.



CONSUMER INTERVIEWS are far more valuable when recorded on tape. Hesitations and vocal inflections often tell more than a printed report. Recorded opinions are also useful in your advertising and for playback at sales meetings.



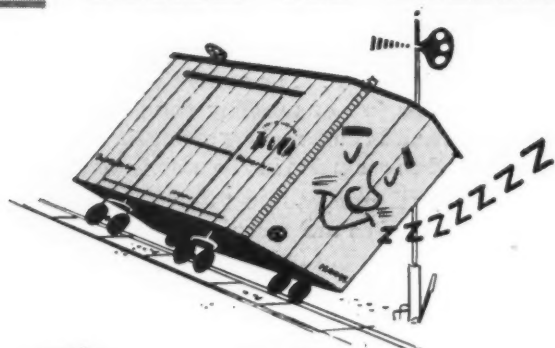
TEMPORARY RECORDS (prospect lists, inventories, voucher numbers, etc.) that are needed for only short periods can be recorded on tape verbally at high speed, eliminating tedious paper work. Recording new information on the tape automatically erases the old.



ASK YOUR DEALER for a free demonstration of tape recording, or we'll be glad to arrange one for you. Address Dept. SM-81, Minnesota Mining & Mfg. Co., St. Paul 6, Minnesota, and all details will be taken care of immediately. No obligation, of course.

Made in U.S.A. by Minnesota Mining & Mfg. Co., St. Paul 6, Minn.—also makers of "Scotch" Brand Pressure-sensitive Tapes, "Underseal" Rubberized Coating, "Scotchlite" Reflective Sheeting, "Safety-Walk" Non-slip Surfacing, "3M" Abrasives, "3M" Adhesives. General Export: Minn. Mining & Mfg. Co., International Division, 270 Park Avenue, New York 17, N. Y. In Canada: Minn. Mining & Mfg. of Canada, Ltd., London, Canada.

Stop...paying for "IDLE TIME IN TRANSIT"



SHIP *Flying Tiger* AIR FREIGHT

Waiting for your freight costs you *dollars*—in lost production—delayed delivery—unhappy customers—and puts you behind "air-freight-minded" competition.

Flying Tiger Air Freight keeps production lines rolling...check these low eastbound rates—ask how they apply to your products.

Sample 100 lb. rates from West Coast to ...	Chicago	Detroit	Cleveland	Philadelphia	New York- Newark	Boston
Flying Tiger AIR FREIGHT	\$10.50	\$12.00	\$12.30	\$14.40	\$14.70	\$15.60
Air Express	55.00	64.60	67.80	77.40	77.40	77.40
Air Parcel Post	72.03	80.00	80.00	80.00	80.00	80.00

HERE'S HOW YOU SAVE 10 WAYS

With Flying Tiger Scheduled Air Freight Service

1. Little or no crating.
2. Lowest record for loss and damage.
3. Lower insurance cost.
4. Highest insurance protection.
5. Reduced warehousing.
6. Lower inventories.
7. Faster turnover of capital.
8. Overnight service on products and parts across the nation.
9. No terminal tie-ups.
10. Door-to-door delivery.

For full information and an air freight analysis of your products,
call your nearest Flying Tiger representative or write to:

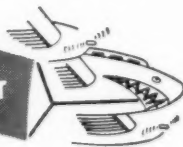
The Flying Tiger Line Inc.

FLYING TIGER

...a better way of shipping,
a better way of buying,
a better way of selling,
anywhere, any time, anything.

...WORLD'S LARGEST OPERATOR OF AIR FREIGHT AIRCRAFT

GENERAL OFFICES
LOCKHEED AIR TERMINAL
BURBANK, CALIFORNIA
AGENTS IN PRINCIPAL CITIES
THROUGHOUT THE WORLD



furniture and appliances as they had planned early in the year. On the other hand, fewer bought houses. The 1951 survey shows a pretty big drop in buying plans. Figures were taken early in the year; had they been published sooner, the Board might have been credited with an accurate forecast. There's been a steady shift among buyers from low to higher income class, which probably points to people's having more money.

CENSUS

► The Bureau is taking a survey of how many people get paid vacations.

► Those interested in the student market can get some figures on it from a new report, "School Enrollment of the Civilian Population: October, 1950—Series P-20, No. 34," which you can get by writing the Bureau, Washington, D. C. Figures are divided by age.

► The Bureau has published a state by state breakdown of publishing and printing receipts based on the 1947 Census of Manufacturers. Totals cover newspapers and magazines with respect both to circulation and advertising, catalogs, labels, Government printing, etc. If you want it, write to the Bureau, Washington, D. C., asking for "Series MC100—22."

AGRICULTURE

► The Department has been making an almost closet-to-closet study of the Minneapolis-St. Paul clothing market and has just published the fifth in a series of reports: "Family Clothing—Gift, Home-made, Handed-down," which you can get by writing to the Bureau of Home Economics, Agriculture, Washington, D. C. The pamphlet shows which items are given as presents, which are not: scarves, handkerchiefs and pajamas are gifts; hats and rubbers hardly ever are. Previous studies, also treated item by item, covered purchases and closet inventories.

DEFENSE

This is Army policy on freight charges. If it knows where the goods are to be shipped, it asks for two bids, f.o.b. factory and f.o.b. destination. Otherwise, the bid is f.o.b. plant.

In buying tableware, the Army now uses plastics, which have been standardized. Chinaware makers have lost the business, partly because they weren't bidding very eagerly for it.

SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending August 15, 1951

THE NATION IS ON THE MOVE

According to the large moving van companies, Americans are on the move as never before, with migrations even exceeding World War II levels. Shipments of household goods by leading companies—such as North American, Aero Mayflower, Allied, Greyvan, United, Lehigh—ran 17 to 50% ahead of last year during the first six months.

So if you have close friends among officials of these companies you can probably get pretty accurate data on population shifts months or even years ahead of the more precise but slower and more cumbersome Bureau of the Census.

The moving company officials are agreed on the directional movements:

1. Greatest gains in Texas, Arizona.
2. Substantial further growth in the three Pacific Coast states.
3. The entire South from the Atlantic to the Mississippi is experiencing an industrial boom.

According to a *Wall Street Journal* round-up, the specific cities enjoying a volume migration include Knoxville, Atlanta, Augusta, Paducah, Terre Haute, Charlotte, Winston-Salem, Greenville, Houston, Beaumont, Corpus Christi, San Antonio, Dallas, Tucson, Phoenix, Tampa, Miami, Oakland, Los Angeles, Tulsa.

Reasons for moving: decentralization of industry, de-

fense plants, Army camps, easing of the housing shortage. History indicates that about 80% of the moves that seem temporary, such as a wife and family moving nearby the husband's Army camp, turn out to be permanent.

EXECUTIVE SALARIES

A top-ranking management counselor was telling us the other day of the difficulty he was experiencing in finding a man for an \$80,000 president's job. He offered it to a half dozen men in the \$40,000-\$60,000 bracket without finding a taker. His bad luck was that all these men happen to be with companies with good pension, profit-sharing or retirement plans.

A new research study, titled "Executive Pay Plans," by the staff of Business Reports, Inc., publishers of J. K. Lasser Reports, points out that today's \$25,000 executive has only \$10,125 left in 1939 dollars after taxes; high taxes and inflation have whittled the \$50,000 man down to less than 16 thousand 1939 dollars. In 1940 they took home \$22,000 and \$35,000, respectively.

But corporate employers can do something about it. Money put into a qualified pension plan will give an executive two-thirds more retirement income than the same amount paid to him in salary and saved by him in an annuity contract. Likewise, the same money applied to a deferred-pay contract with his company will give him one-third more retirement take-home pay than savings out of current salary. The much-publicized Milton Berle 30-year contract with NBC will give the performer nearly three times as much take-home pay over the period as he could keep after taxes out of the same money taken in three years at the full rate his present popularity permits him to demand.

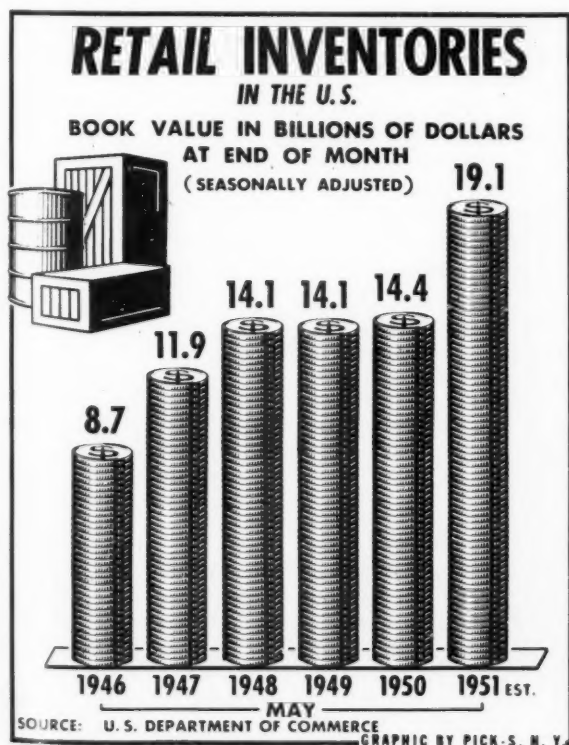
There's an inflation risk when an executive accepts a fixed amount of dollars payable upon retirement or death, but the risk can be hedged by stock options which permit him to ride with, rather than against, inflationary trends. Here's the way it works:

	1939	1951
Value of dollar	\$ 1.00	\$.542
Dow-Jones Industrial average...	142.66	243.95
Moody's yield on industrials ...	3.9%	6.79%

So if an executive had an option to acquire stock, at the 1939 level, he would have about the same percentage gain as his percentage loss on the dollar. The report gives details on other ways in which executive salaries may be conserved.

BIAS COSTS NATION \$30 BILLION

Elmo Roper, public opinion analyst, is authority for the estimate that discrimination in industry costs at least \$30 billion every year.



"If you take into account the amount of purchasing power which is denied minority groups by low wages. . . . If you add the possible contribution to society by work of the minority groups who could move into high-paying vocations where there are manpower shortages—such as doctors, chemists, engineers—and if you add the cost of crime, delinquency and social maladjustment which can be traced directly to discrimination and prejudice, and if, finally, you add the cost of segregations which are the direct result of discriminatory practices, you will find that this discrimination comes to roughly thirty billions.

"This loss is easily enough to take up the current slack we are feeling in the consumer durables field."

NEEDED: AN EXPANDABLE PAGE

This year we tried an experiment in our May 10 *Survey of Buying Power*; we inserted an easily-detachable return card and asked readers to tell us what they found most useful, and how we might make the annual even more helpful. It's opposite page 336.

The response has been splendid, and replies are averaging (out of each hundred) about 55 with requests and suggestions, to 45 that say, substantially, "It's perfect as it is." Many of the suggestions are excellent; some we can and will follow, but the space limitations of a 7 x 10 page will have to rule other good ones out unless someone invents a rubber page.

If you haven't returned the card, won't you do so? Your comments will help us in planning the 23rd edition. The cards have rained in so fast that we haven't been able to acknowledge them; so if you have sent one, please know that we appreciate it, and forgive us for not thanking you individually.

CITIES NEED INDIVIDUALIZING

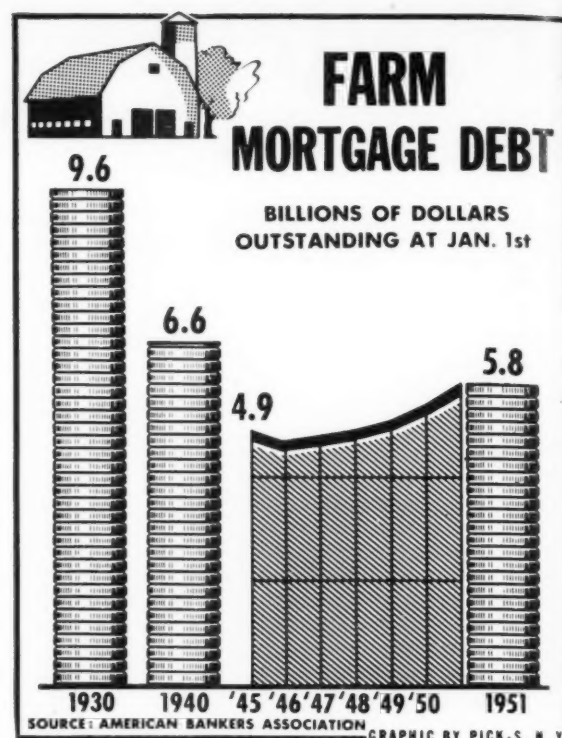
The extraordinary growth of some cities (See first item this department.) makes city fathers and others who have a stake in the community's future anxious to get an easily-remembered tag-line which will depict the vitality and opportunities of the area.

Down in Houston the *Chronicle* sponsored a slogan contest and in addition to thousands of entries from Texas and other points in the Southwest the paper received suggestions from interested parties as far off as California and New York. Henceforth Houston will be known as "America's Industrial Frontier." It's been adopted officially by both the city government and the C. of C.

The enterprising publisher of the Richmond, Calif., *Independent* is likewise looking for a slogan to make people remember that city's meteor-like growth, and if you have an idea you might win a 1951 (assembled in Richmond) Ford.

SIGNIFICANT SHORTS

Wartime Profits: "The lesson of the last 15 years is that business, including the so-called war industries,



enjoys wider profit margins in peacetime than it ever can expect to make in wartime or in a period of massive rearmament such as the present. During 1941 to 1945 inclusive the average profit on sales of all manufacturing corporations publishing reports was 4.3%; in 1936-40 the comparable figure was 6.6%, and in 1946-50 it was 7.0%—News Letter of National City Bank of New York.

Believe It Or Not: After all the surveys which prove that TV set owners read less after they become viewers, comes another, conducted by John Meck Industries, which indicates that dramatization of a book over TV usually leads to an upsurge of demand for it at bookstores and libraries.

"This indicates that television is having a profound and wholesome influence on the tastes and education of our people. Many of these books were considered beyond the taste of the average person (works of Somerset Maugham, Hamlet, House of Seven Gables, etc.); now, being exposed to them on the screen, people are finding they like the works of the good writers."

Introducing the New Employee: The New York advertising agency of Cunningham & Walsh has prepared a 46-page booklet designed to orient employees—particularly the new ones. With copy and art by the agency's top men, it tries to reflect the company attitude on everything from how and when the pay checks come around to the way ads are made.

Typical headings:

You get a bonus, too (if the company makes a profit)
And lots of life insurance, *free*
What cooks on the other floors
Glad you're with us. . . .

PHILIP SALISBURY
Editor

SALES MANAGEMENT

Is It Management's Fault That So Many Salesmen Fail?

BY ROBERT N. MCMURRY

Robert N. McMurry & Co.

Too many firms are trying to solve the sales manpower problem by pecking at it. What's needed instead is a broader attack in which sales personnel is made a line rather than a staff responsibility. Then we'll quit improvising with "gimmicks" and develop a well-rounded, long-range plan.

A few weeks ago the vice-president in charge of sales for a nationally known food product called in a consultant. "My turnover seems excessive," he said, "and the individual productivity of my men is substandard. Two or three are actually problem cases. As a result, my sales costs are too high. Moreover, taken as a whole, the morale of my men doesn't seem too good. I guess what we need is a better selection plan, something that will help us get a better class of men into the organization."

Six Success Factors

Such a misconception of the nature and scope of the contribution which a selection program can make to a sales organization is far from rare. Better methods of recruitment, selection and placement will be helpful, but they are in no sense a panacea. Alone, they cannot categorically guarantee a reduction in turnover, freedom from problem cases, an increase in individual productivity or a high level of morale. At best, two things are all that they can offer realistically. They insure (1) that those employed are reasonably well qualified for the work they are to do; (2) that the new employee has been placed on an assignment which will give him maximum opportunity to utilize these qualifications for his own and his employer's benefit.

A stable, productive and satisfied sales organization, the goal of every manager, is the product of not one, but of at least six conditions:

1. Careful recruitment, selection and placement.

2. Adequate training on product, procedures and sales techniques.

3. Compensation which provides for security, incentive and recognition.

4. Competent leadership.

5. Opportunity for advancement; a chance to grow and develop.

6. Outlets for dissatisfaction; periodic opportunities to "blow off steam."

There are no short-cuts to sound sales personnel management. It is true that organizations in which the foregoing conditions do not exist have sometimes been successful. They may even have moved a great deal of merchandise. But such production is always costly, either to the public in the form of high markups because of excessive sales costs or to the salesmen in the form of low pay, intolerable working conditions and lack of opportunity. Both are uneconomical and in the long run socially undesirable. Most sales departments that are consistent producers conform at least reasonably well to the six conditions.

Furthermore, it is not a simple task to establish and administer a sales department that meets the six conditions. Hence, if the goal of the sales manager is to build and maintain a stable, productive and satisfied sales organization, this is not an assignment to be delegated to a junior in the department. A comprehensive sales personnel program cannot be developed and administered by someone who lacks broad experience in sales

work and authority and status in the company. A Ph.D. in psychology and a knowledge of test administration is not adequate.

If sales management is to build and maintain the type of sales force of which it dreams, but rarely achieves, one principle must be established at the outset: The personnel function must be co-ordinate in status and authority with the sales production function. Phrased in other terms, his handling of the personnel phases of his work must be as important in determining the amount of a manager's earnings and his eligibility for pay increases and promotions as does his sales volume. Unless this is recognized and embodied in company policy and practice, no first rate functioning personnel program will be possible. An elaborate paper program may be worked out and a sizable staff employed, but its real accomplishment will be negligible. When the chips are down;—when sales are difficult to obtain—such a staff-administered program will always be bypassed by the "line" organization and its policies overridden or blandly ignored. Without status or real authority and when line supervision has only incidental incentive to apply sound personnel techniques, nothing of real value can be actually accomplished by a staff personnel department operating wholly on its own.

Where Responsibility Belongs

In practice, this means one thing: Personnel activities, to have maximum effectiveness, must be a *line*, not a *staff* responsibility. This does not mean that there should not be a staff personnel department. It means that its function is not administrative. Its function is record-keeping, research in personnel, development of selection techniques, training methods, etc. But it cannot be expected to do an effective all-around personnel job on a day-to-day basis on its own. As has been pointed out, sales personnel *administration* must be the responsibility of the *line* supervisors.

An excellent example of the dan-

Why Is Our Sales Manpower Problem So Tough?

? ? ? ? ?

gers of expecting a staff department to perform a major personnel function with full effectiveness is found in the recruitment, selection and placement of salesmen. In theory, this activity can be handled by full-time personnel recruiters; in practice, this is rarely effective.

In one organization all new salesmen were recruited, selected and placed by a man from the personnel department. The manager in the field had little to say about who was added to his staff. He merely notified the personnel department that he needed a man and a man was sent to him. The program failed. It failed because it provided the line executive with a ready-made excuse for *his* failures: He could say that "the men provided were substandard." Hence, even the most characteristically personnel function of all, that of employment, in most sales organizations, must be a responsibility of the line staff. They may use personnel specialists to develop the methods, but the final decisions relative to which candidates to hire must be theirs.

In most sales organizations today, even where a personnel staff is available, the line supervision actually does most of the hiring in the field. The same is true of training, merit rating and counseling, all nominally personnel department functions. Yet in nearly every organization they are actually carried out by line supervision. The reason is simple: It has been found by experience that responsibility for all of these personnel functions must be centralized in the same person who is responsible for production, if even half-way results are to be obtained.

Unfortunately, this combination of sales and personnel functions in the

same line executive or supervisor, while simple in theory, is difficult in practice. It is for this reason that such a policy *must have top management support*. The source of the difficulty is self-evident: In most sales departments, a manager's standing is determined by his production—volume, profit, etc. His turnover may be excessive and the morale of his men shocking, but if he moves enough merchandise at a sufficient apparent profit, he gets his raises and promotions. This profit may be more apparent than real because turnover and poor morale are always costly even though they may not appear as specific expense items on the profit and loss account, but top management is not always aware of this. Hence, it rewards production regardless of how obtained.

Four Management Problems

In view of this, it is quite natural that nine out of ten sales managers will concentrate on production. They may give good personnel management lip service, but they will certainly lack incentive to take any steps which will distract them in any way from their chief objective: production. Unless they have been told implicitly—and believe that top management actually means it—that their security, earnings and future outlook are as dependent on their handling of their personnel functions as on their productivity, the latter always will take precedence. An elaborate personnel program was introduced into one sales organization with the blessing of management. Because of the press of a sales campaign, little was done. The field force heard nothing from top management about the program from

1. **BECAUSE** top management consistently fails to recognize the need for a comprehensive sales personnel program and never quite gets around to instituting one.

THE CURE: Clear recognition of personnel in sales as a top management responsibility; clear definition of the nature and scope of the problem. A realistic program, effective implementation, periodic checkup.

then on. As a result, inside of a year, the majority of the district managers had forgotten about it. The program died a quiet death.

Even where top sales management supports the handling of personnel by the line organization, four major problems arise:

1. The first difficulty encountered in adhering to such a policy is that there are few obvious and objective criteria available to use as measures of the kind of personnel job the unit manager is doing. Sales production, on the other hand, is usually quite easy to quantify. In extreme cases—where turnover is excessive or morale obviously bad—the failure of the manager or supervisor to carry out his personnel function satisfactorily may be evident, although even these conditions may be the result of factors beyond his control.

On the positive side, he may be doing an excellent personnel job without many immediately recognizable evidences that he is doing so presenting themselves. Hence, it is difficult to measure the quality of the personnel performance turned in by the manager (It is too intangible.) and to use it even as a partial basis for promotions, salary increases and similar marks of management approval.

2. A more basic problem arises from the fact that relatively few sales executives are temperamentally qualified to do personnel work. This can be illustrated by reference to the limitations of many sales executives in the field of employee selection, an area in which, paradoxically, most regard themselves to be particularly expert.

To begin with, sound salesman recruitment, selection and placement is a time-consuming task, if handled

2. **BECAUSE** sales managers are paid for and praised for producing volume and more volume, with little credit given for personnel work.

THE CURE: Make the personnel function equal in status and authority to the sales production function in the job pattern. Recognize and reward sales executives for effective personnel work.

3. **BECAUSE** sales managers are chronically hopeful they can solve their manpower problems with some relatively simple "gimmick" or gadget."

THE CURE: Realization that no single means, however good it may be for what it is, is never effective in guaranteeing a stable, happy and productive sales force. A rounded program is necessary.

4. **BECAUSE** sales managers are largely indifferent to the necessity for sound validation of the methods they do adopt, particularly in hiring new men.

THE CURE: Get out of the dream world, take an objective point of view, and put every management tool to test to see whether it is really any more effective than curb-stone judgment plus mathematical chance.

properly. First, a sufficient number of candidates must be recruited to permit a reasonable degree of discrimination among those applying. In today's tight labor market in which the quality of the applicants is at an all-time low, from 10 to 20 men must often be considered to obtain *one* qualified candidate. This in itself is time-consuming, frustrating and costly. Recruitment requires infinite patience and, while it is being done, leaves little time for sales activities which are more directly productive. The process of evaluating applicants is equally trying and time-consuming if done with any thoroughness. Placement, if done properly, presupposes a careful preliminary analysis of the territory, the customers and the characteristics of supervision so that the man can be placed to best effect. This also is time-consuming.

3. The fact that the salesman's initial reaction to any interpersonal situation is to try to make the person with whom he is dealing like him and be favorably inclined toward him. This is quite appropriate in a sales situation, but rather less so in a selection context.

In the latter context, it is important that there be obtained a complete picture of the candidate's character, motivations, degree of emotional maturity, experience, schooling and personal background, if an accurate appraisal of his qualifications is to be made. Because the applicant naturally endeavors to present himself in the most favorable light and to conceal anything discreditable, it is sometimes necessary to probe rather intensively to obtain necessary facts. This may demand a rather personal type of questioning which the sales executive finds it difficult to conduct because

he fears that he may forfeit the good will of the applicant. Such questioning rarely does forfeit good will, but because it represents the antithesis of the sales approach, it may make the sales manager uncomfortable and hence clumsy in getting the facts about the candidate.

4. Even greater significance, is the proneness of many sales executives to wishful thinking, to the uncritical acceptance of statements at face value and the tendency to believe what they wish to believe. It is often said that the easiest person to sell is a salesman. This grows out of their habits of optimism and enthusiasm and their desire for fast action. If they were temperamentally inclined toward caution, were of an analytical turn of mind and were accustomed to have all facts neatly catalogued before them before taking action, most of them probably would not be in sales work.

They Hire by Hunch

Unfortunately, quite the opposite from the sales temperament is required for the accurate appraisal of candidates for most positions. If reasonably valid predictions are to be made relative to their probable success in the work, thoroughness, meticulousness and objectivity in assembling, analyzing and interpreting the facts about the candidates are of paramount importance. These are attitudes and skills which not all sales executives exhibit. All too often the interview has as its principal objective the discovery of reasons why the candidate should be taken; only rarely is an appraisal made of his weaknesses and their probable effect upon his suitability. If these latter are especially glaring, they may even be con-

veniently overlooked.

One sales manager persisted in hiring men who "looked like salesmen" despite the facts which often revealed that the men had little, if any, sales ability or experience. Insofar as the sales manager was concerned, if the applicant "looked like a salesman" he was hired. In fact, some may even go so far in their anxiety to fill a vacant territory or make a needed promotion as to be willfully superficial for fear that a more searching study and analysis will uncover material which might disqualify the applicant.

Probably the most glaring examples of superficiality and proneness to wishful thinking in sales personnel work today are found in the practices now used by many sales managers in recruiting and selecting their men. They reveal a striking naivete. Nearly all constitute an attempt to find a quick, simple and, if possible, inexpensive short-cut or "gadget" to substitute for more thorough and comprehensive procedures.

For example, in recruiting there is a tendency for them to depend too much on the "lazy man's" approach—on agencies and advertising—rather than on prospecting directly for applicants in the same manner they prospect for sales leads. As already indicated, a good recruiting job requires time and patience; this many will not—perhaps cannot—give. They cannot spare the time from their sales activities. As a result, today they get few prospects. When this happens the temptation to look for justifications for taking what is available rather than to make an honest and objective appraisal of the candidates becomes terribly strong.

It is in the field of selection tech-
(Continued on page 106)



THE NEWS AT NEWSWEEK . . . is the appointment of Gibson McCabe as general manager. Until the magazine awarded him this plum he'd been advertising manager for the past four years. And he's been listed on *Newsweek's* masthead for almost a decade except for a tour of duty during the war: He swapped his desk for a pair of sailor pants. When he came back, seasoned in brine, the publication decided he had broadened his outlook, made him manager of the International Editions. He held down that tough job for almost half the time of his entire service with the company, four years ago took over the advertising manager's spot. Quiet, capable, well liked, he never appears ruffled, looks more like a successful insurance man than top brass of an outstanding news magazine . . . He's a Princeton man, is married, has two children and lives in Scarsdale.

They're in the News

IN THE SADDLE . . . of Sinclair Oil Corp., as new president, is Percy Craig Spencer. And that's a natural sort of place for Mr. S: He started as a cowpoke. Spencer believes that in order to develop ideas and inventions you've got to have some place—and some backing—in which to develop them. He's offering inventors both. The Sinclair Plan is his answer. Its home is the new, multi-million-dollar Sinclair Research Laboratories at Harvey, Ill. There he's proving that free enterprise isn't all cut-throat and greed as its enemies believe. For there independent inventors can process their ideas, free, through the labs. To date the plan covers only new or better petroleum products or applications. Spencer didn't just suddenly get the idea to help his fellow man. At 19 he was editor of a little Wyoming newspaper which stirred up civic pride and brought about many helpful programs. Later he was secretary to a senator and a career in politics was forecast for him. But he hung up his shingle as a lawyer, soon represented some oil companies. From there to Sinclair was a natural step. Largely through his efforts the company began its huge expansion program . . . He spends his leisure raising prize dahlias and chrysanthemums.



SALES MANAGEMENT



PAPER WORK . . . has won for F. Nelson Bridgham the presidency of Strathmore Paper Co. This hardy New Englander began his service with Strathmore 41 years ago. His first job was in the repair department and in recent years he's been largely occupied with the manufacturing end of the business. But there's practically no job around the plant that he hasn't had—or couldn't still do in a pinch. He's worked in the shipping rooms, been an order clerk, finishing room superintendent, superintendent in each of the company's mills and then general superintendent of all mills. And like most busy men, he's found time to help others. He's a director of the Horace A. Moses Foundation—the outfit that has helped mold Junior Achievement. Always he's been interested in kids and in helping them to develop initiative. A deeply religious man who's not afraid to talk about God, he was superintendent of his Methodist church school for 27 years. A graduate of Boston University (He came straight to Strathmore after graduation.), he's served as a trustee for seven years.

BY HARRY WOODWARD

OLD WINE, NEW BOTTLE . . . Elmer French is the old wine (if you and he will pardon the comparison): The new bottle into which he's been poured is Firestone Plastics Co. He's its new v-p in charge of sales and, while plastics may seem like a far cry from rubber (He was once manager of the Retail Sales Division of The Firestone Tire & Rubber Co.), he's been in the plastics end for a few years now. Says he feels perfectly at home and that, furthermore, sales strategy is sales strategy anywhere. The other big news at Firestone Plastics is that the company is spending more than \$6 million to expand: Additions are going up on the double-quick after a shortage of raw materials was licked. Soon Elmer French will have more goods to sell—which suits him. He's a man who enjoys pressure. Born in Plainfield, N. J., he won his A.B. at Rutgers. Before he joined Firestone he ran his own industrial engineering concern, was assistant to the president and operating manager of National Department Stores. Before that he was assistant to the v-p in charge of operations, store manager, district manager and territorial manager of retail stores for Sears, Roebuck.





1. ALLOY SELECTOR. (Left) Sponsored by the Aluminum Division of Reynolds Metals Co., this slide-rule type of chart in standard 8 1/2" x 11" size provides a wealth of technical information about 18 widely used aluminum alloys. It shows, for example: chemical composition in percentages of 12 elements; physical constants (specific gravity, density, thermal conductivity, etc.); maximum forging temperature; solution heat treatment (soaking temperature, quench, temper designation); mechanical properties in terms of five factors—and a lot of other things. It would probably be an understatement to call it the robot with a thousand answers. The calculator is given away by Reynolds salesmen and sent in response to mail requests. A total of 17,500 has been distributed. Produced by Graphic Calculator Co.

Tools for Quick Answers: They Touch a Buyer's Live Nerve

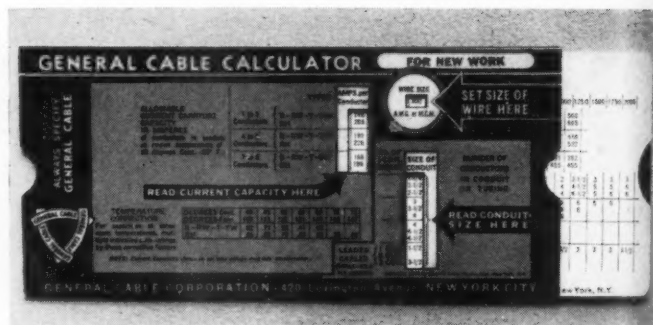
One sure-fire way to earn the favorable attention of a prospect is to give him a tool that will provide a short cut to the answer to whatever problem may be on his mind. If, at the same time, you can help him to get a more *exact* and satisfactory answer than he might obtain by other, longer and more arduous means, so much the better.

That's why a wider and wider variety of businesses are using some version of the slide-rule principle to make a tool which serves ideally as a promotional giveaway.

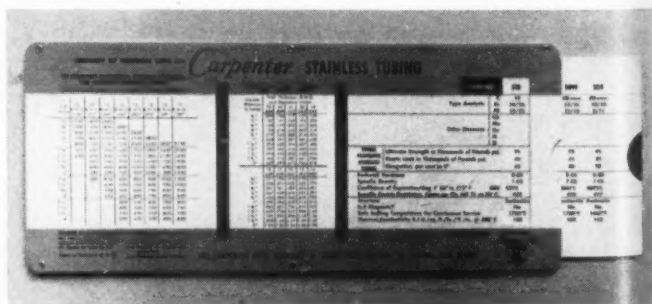
These mechanical "answer-men" are unbelievably versatile. A good many help the customer choose for his purpose the right material, tool, or quality. Some figure costs, turnover, profit. Many convert: family recipes to quantity cooking; type-writer type to print type; volume to weight, etc. Some give market data. At least one has been produced which is reported to have taken the place of a 175-page catalog. Some help decorators, architects and housewives to plan color schemes. Then there are the comparators, which do comparisons of some kind—show characteristics of a given product against those of competitors, for instance.

These gadgets take varied forms. Some fit into the palm of your hand. Others measure over a yard in diameter and can be seen from the back row of a small meeting hall. Most of them are circular or rectangular. The majority are given away to qualified prospects, sometimes sold to others. We heard of one which is actually sold for \$65.

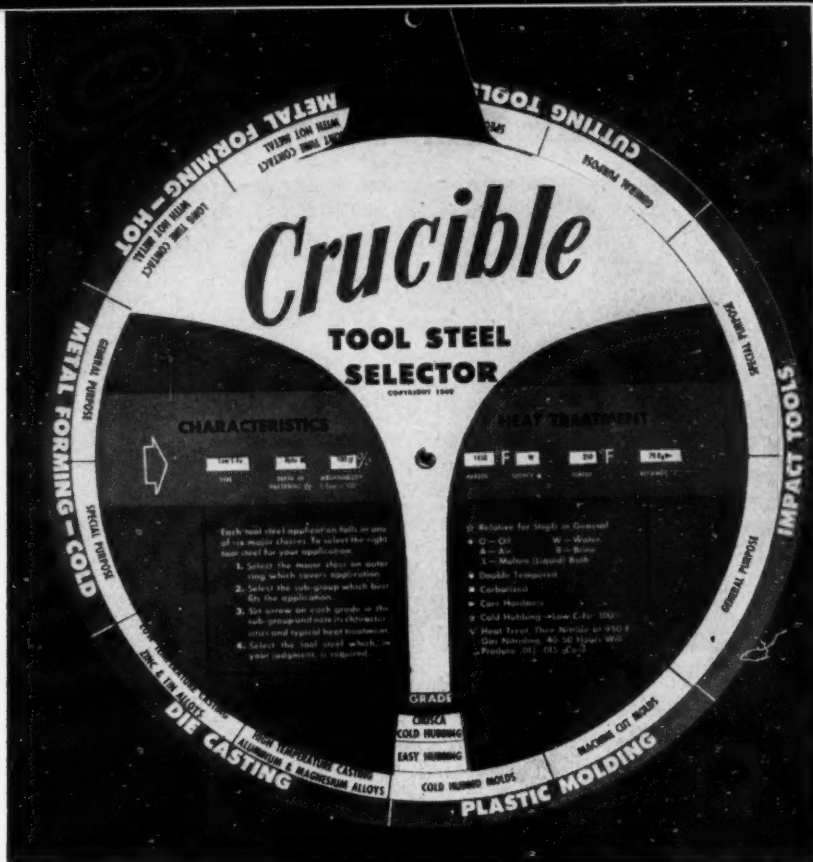
On these and the following page are shown 10 applications for these interesting tools.



2. CONDUIT SIZE-FINDER. General Cable Corp. furnishes to electricians a pocket-size calculator useful for both wiring and rewiring jobs. When the inside slide-rule-type element is manipulated, it shows the size of conduit needed for a particular wire size and type. Current capacity is given, and there are tables for temperature correction.



3. ALL ABOUT STEEL. Alloy Tube Division of Carpenter Steel Co. distributed 8,000 of these calculators within a few months after they came out. Device consists of two 11 1/2" lengths of cardboard eye-letted together, and an inside cardboard insert with statistical information which is revealed as the insert slides back and forth. Subjects covered are bending and coiling, physical properties, tensile strength, specific gravity, heat resistance, and the like. Despite scope of data, chart has excellent visibility.



Tools for Quick Answers

(Captions are counter clockwise)

4. TOOL STEEL SELECTOR. Over 62,000 of these were distributed by Crucible Steel Company of America in the 12 months beginning May 1950: 22,000 through branch offices and 40,000 through technical journal advertising. Crucible, pleased with response, is planning to use the device as the central theme for the firm's exhibit at the National Metal Exposition in Detroit this fall. Conceived in Crucible's own office and executed by a local printer, the two-disk piece covers 22 tool steels which take care of 95% of all tool steel applications. By manipulating the disks, any toolmaker can quickly learn the tool steel recommended for a given job.

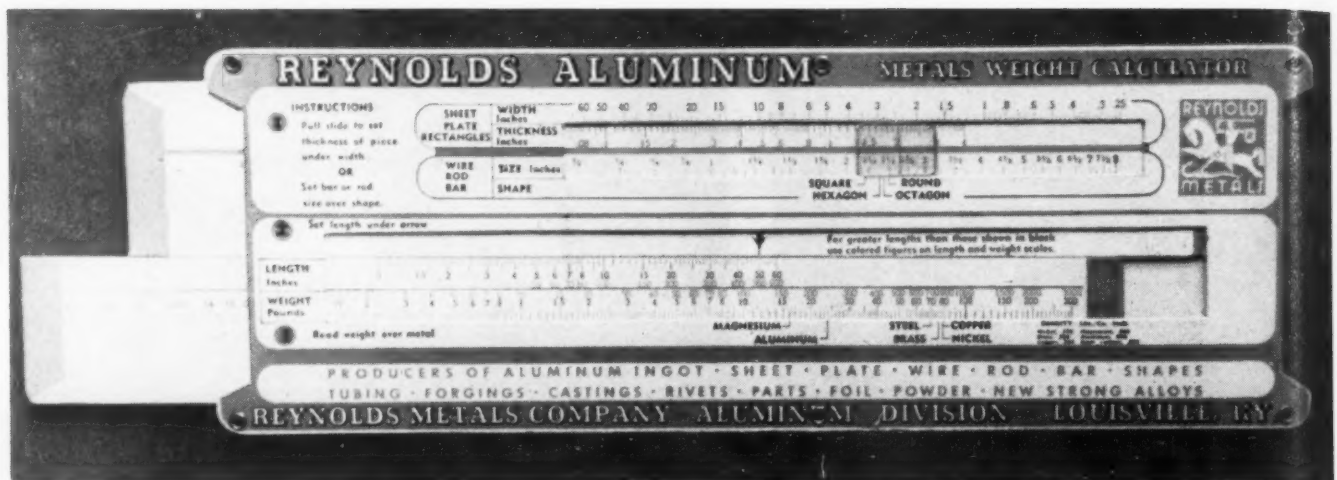
5. COST ESTIMATOR. What will it cost to ship by air? Turn the dial and the answer is there. Air Express has issued a print order for 250,000 of these, to be distributed by mail and through its field sales force. Designed by Dickie-Raymond, it consists of two disks, over-all diameter 6". By moving the propeller ends until the open slot is lined up with the number of pounds to be shipped, the approximate air express cost is made to appear in the slot, beside the distance in air miles.

6. DIAL-A-GARDEN. If you want to raise some parsnips and you don't know how to go about it, this ingenious gadget has the answers. It tells when to plant, how deep, proper distance between rows, bugs to guard against, many other things important to gardening success. There's tabulated information on growing 28 vegetables.

In response to an offer in advertisements appearing in March publications, the producer, Choremaster Division of Lodge & Shipley Co., manufacturers of a one-wheel garden tractor, sent out 1,400 at 10c each, distributed 8,500 through dealers and distributors. This piece will be retained for promotion for at least another year. The wheel bears no selling copy, although line drawings on both sides show the tractor performing various tasks. Produced by Perry Graf Corp.

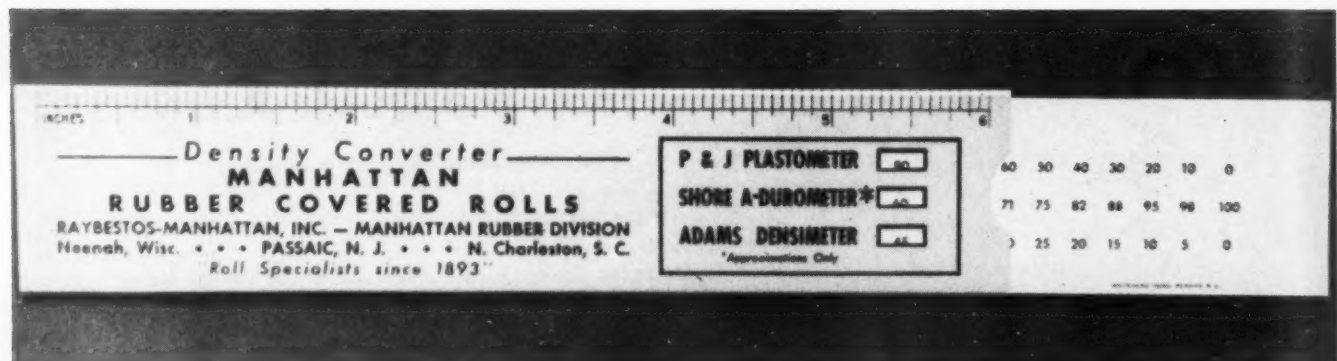
7. V-BELT LENGTH CALCULATOR. Just what its name signifies. Less than 3" in diameter, but does a man's size job in enabling dealer and service shop people to determine quickly the length of V-belt needed for replacement. Sponsored by Manhattan Division of Raybestos-Manhattan.

Tools for Quick Answers—Con't.



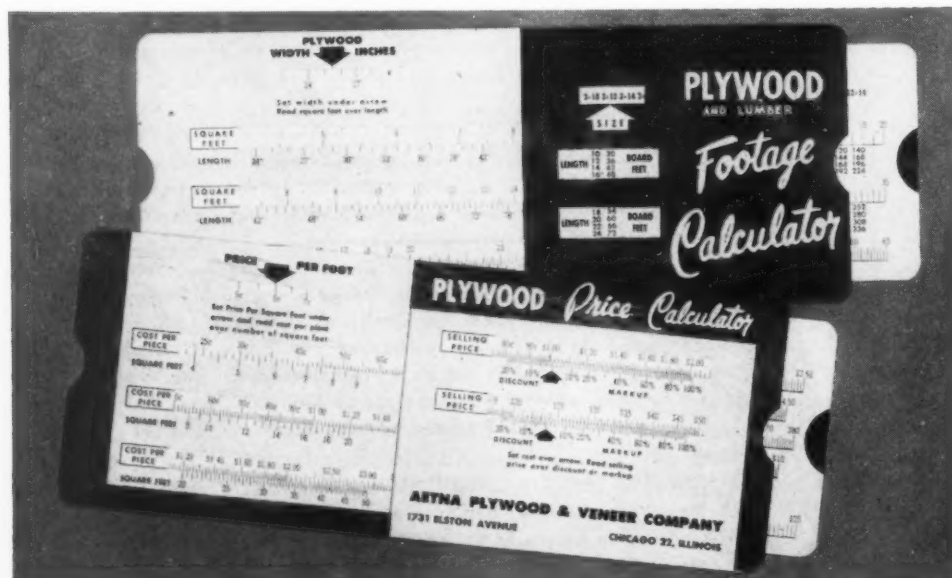
8. WEIGHT CALCULATOR. More than 86,000 of these have been distributed by salesmen for the Aluminum Division of Reynolds Metals Co., and in response to mail requests. By manipulating the two slide rules in the frame, lining up such factors as width, thick-

ness, size, etc., the user can get the weight of six kinds of metal, from magnesium to copper and nickel. The reverse side computes weight of wire, tubing and circles of the same metals. Produced by Graphic Calculator Co.



9. DENSITY CONVERTER. Only six inches long in the original, this device permits a quick comparison of the density of rubber roll coverings. There are window cutouts for the three recognized indexes of covering density: Pusey & Jones, Shore A-Durometer and Adams. This device is given away by salesmen of the Manhattan

Division of Raybestos-Manhattan, Inc. to paper and textile mill superintendents and engineers, and to paper and textile machine manufacturers. On the reverse side there is a table of decimal and fractional conversion of roll crowns, and a list of Manhattan products. Produced by Whitehead & Hoag Co.



ALL PHOTOGRAPHS
BY GUY GILLETTE

10. PRICE AND FOOTAGE CALCULATOR. Aetna Plywood & Veneer Co., distributed these time-savers to customers. The calculator not only multiplies, but gives selling price, based on discount and markup. The footage calculator multiplies length by width and comes up with the total in square feet. (Editor's aside: Better not tell the kids. They'll decide there's no point in going on with arithmetic at school.)



QUERY: Can he bake a cherry pie? Answer: Yes, if he's a Sperry salesman.

Sperry's Doughboys: To Sell a Baker They Learn His Trade

No salesman of the Sperry Division of General Mills will ever make a baker-client's gorge rise because he has a tactless approach or because he's uninformed about the baker's special problems—or patois. . . . For Sperry sends its salesmen to a special school. In San Francisco, on a floor above Sperry's administrative offices, is a completely equipped commercial-type bakery. Here Sperry brings new salesmen, puts them through a training course in the practical aspects of bakeshop operations which requires the neophyte-salesmen literally to get their hands in the dough before they solicit their first account.

It's a comprehensive training schedule Sperry gives its men. And it's conducted by teachers of long-term baking experience. The new salesman begins by donning the traditional white garb of the trade. Then he learns all the ingredients used in a typical commercial bakery, weighs and blends those ingredients, completes the entire baking processes for more than 20 types of baked products currently sold by the trade. Before he's finished he will have baked everything from whole wheat bread to angel food cake.

But a vital part of the course is the terminology used by the trade. Each man is provided with a glossary of baking terms: He must learn when and how to use them and get actual practice in the baking school. When he finally calls on a baker he can talk shop with ease. (Among the things he learns: Insiders in the trade pro-

nounce "trough" as "trow.")

As a consequence, every Sperry salesman who goes out, order book in hand, is able to approach his customers or prospects confidently, helpfully, and with respect for what goes into the baker's trade. He's been a baker himself—briefly.

But actual baking experience isn't all: The salesman is also given a course in company policy, knowledge of the products being sold and a grounding in the multitude of promotional and merchandising aids for stimulating sales.

Each man puts in a minimum of one full 40-hour week and, when possible, two weeks. Howard B. Herron, Sperry Division manager of General Flour Department, says that all of the company's 30 representatives have been through the course. During its 15-years of operation about 50 have "gone to school" in the bake shop. He adds: "Our representatives must know the bakers' problems, opportunities and objectives, and must be intimately acquainted with the performance and use to which certain flours are best suited."

By sending a new salesman through a course of this kind, Sperry provides him with what it considers a basic concept of the bakery business. A graduate is capable of being a technical expert as well as a good salesman. Sperry hopes, in short, to turn out not order-takers and price-quoters, but salesmen worthy to be known as "the sales representatives of the world's largest flour millers"—qualified consultants on flour values in baking and in merchandising methods.



THE "THRIFT TWINS": Their names are "Safe" and "Friendly", and they're doing an excellent job of giving tangibility to an intangible product. Their hats are made up into coin banks, given away free by the sponsoring bank, Glendale Federal Savings and Loan Association. The public come to know them.

Trade Characters Are Star Salesmen For Savings Deposit Accounts

Even with an intangible such as thrift, an attractive package increases sales.

In California a savings institution had apparently reached saturation. It had one-fourth of its community's savings deposits, and for six months there had been no increase.

Such an institution has these four easily understood but unrelated things to sell, reasoned J. E. Hoeft, president of the Glendale Federal Savings and Loan Association:

1. Thrift
2. Safety
3. Friendliness
4. Higher earnings

But in 16 years of advertising through all media, no way had ever been found to combine these four basic values in one easily-grasped concept. The Mayers Co., Los Angeles advertising agency, designed and put them in a package, which is now being used by other savings institutions throughout the United States.

The first step is to create an advertising character—in this case, *two* characters, the "Thrift Twins", named "Safe" and

"Friendly". They are like babies . . . always smiling, always busy, and illustrate whatever angle of thrift service is being featured . . . whether it is the rate of earnings on deposits, home loans, a nest egg for college, or saving for Christmas. They definitely get under the skin of the readers: In the first six months of their life the savings deposits of the Glendale institution increased 66.9%, more than in any previous half-year in its history.

The advertising characters appear in all newspaper advertisements, printed material, on radio and television, in window displays, Christmas club literature, statements, correspondence. This is part of the package idea which can be expanded and diversified.

Thrift is admitted to be a good thing, but for the average person it is abstract, a duty rather than a commodity which can be bought and enjoyed . . . a present sacrifice for security against some nebulous rainy day. Putting it in a package as a commodity with immediate and tangible values, such as financing a Hawaiian vacation next summer, gives it the saleability of packaged tangibles.

what
makes

some ads

seem

anaemic

...to the
reader?



Many a bright-eyed ad that leaves its *sponsor* beside himself with pride in his product leaves the *prospect* asking, "But what will it do for *me*?"

Such ads are deficient in the most potent selling vitamin: a clear, forceful, unmistakable picture of how your product serves your prospects' self-interests.

Self-interests are many

One company spent thousands advertising COMFORT as the prime contribution its product could make to its users. Certainly *comfort* was an important end-result this product produced. But a modest amount of "Ditch Digging" disclosed that it was mainly the SAVINGS it made possible that interested the people who bought it; savings that needed dramatizing in different ways to separate groups of prospects!

Another advertiser had learned from his selling and servicing experience that ECONOMY was his password to business. But as his business expanded from market to market, he found that *economy* had to be translated in different ways. In one market it meant *salvage* of worn parts; in another, *protection* against corrosion; in still another, labor and time saving operation.

If it's possible that a shot of "user interest" vitamins might tonic your advertising, we'd like to discuss four simple "Ditch-Digging" steps that help advertisers get more for their money.

1. Finding out who has to be sold.
2. Finding out what appeal works best in selling them.
3. Finding out how and where to reach the greatest possible number of them—economically.
4. Then REACHING THEM, often enough.

Giving the right answers to "What will it do for *me*?" to the right people at the right times in the right way means more SALES at lower unit sales cost.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N.Y. • LEXington 2-3135

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY



TROUBLES: All of the types of products represented here—not these brands alone—draw adverse criticism from housewives because some feature of the package is unsatisfactory to them. See text of survey for their reasons.

What Women Like and Dislike About Packages Today

In this issue SM reports on consumer attitudes toward tin containers, and tabulates response from housewives on how the package influences first purchase and brand switches.

Interpretation by A. R. Hahn, Managing Editor
Part III of a report in three parts*

(Summaries of housewives' attitudes toward cardboard, plastic, and glass containers appeared in Part II of this survey.)

How Housewives Feel About Tin Containers

See Summary Table VIII, page 49.

LIKES

Highlights of the returns under each reason tin containers are liked:

Products Keep Fresh

Most mentioned type of product: coffee (93).

Other products with 10 or more mentions: fruits & vegetables (32); shortening (24); nuts (14); cocoanut (13); meats (11).

Less than 10 mentions: baby foods, baking powder, candy, canned poultry, cocoa, cookies, crackers, cranberry jelly, fish, frozen juices, ice cream mix, juices, milk, peanut butter, popcorn, soup, specialty breads, spices, tea.

In each of the main categories, most mentioned brand names were:

Coffee: Maxwell House (31); Folger's (15); Chase & Sanborn (11).

Shortening: Crisco (13); Spry (9).

Fruits & vegetables: Del Monte (5).

Cocoanut: Baker's (11).

Nuts: Planter's (7).

Meats: Armour (5).

Easy to Store

Most mentioned type of product: fruits & vegetables (43).

Other products with 10 or more mentions: soup (17); coffee (16); meats (14); milk (10); shortening (2).

Less than 10 mentions: baking powder, cocoa, cocoanut, cooking oil, cranberry jelly, fish, floor wax, fruit juices, macaroni (spaghetti, noodles), milk, nuts, pie filling, pudding, specialty breads, spices, syrup, tea, window cleaners.

In each of the main categories, most mentioned brand names were:

Fruits & vegetables: Del Monte (14).

Shortening: Crisco (13).

* Parts I and II of this survey appeared in SALES MANAGEMENT for July 15 and August 1.

Soup: Campbell's (13).
 Coffee: Butter-Nut, Hill's, Maxwell House, 3 votes each.
 Meats: Libby (4).
 Milk: Carnation (3).

Easy to Open

Most mentioned type of product: Shortening (49).

Other products with 10 or more mentions: meats (24); coffee (21); fruits & vegetables (18).

Products with less than 10 mentions: baking powder, canned poultry, cleansers, cocoa, cooking oil, dog food, fish, juices, malted milk, milk, nuts, shoe polish, silver polish, soup, specialty breads, spices, syrups, window cleaners.

In each of the main categories, most mentioned brand names were:

Shortening: Crisco (27); Spry (17).

Fruits & vegetables: Del Monte (11).

Meats: Armour (8).

Coffee: Chase & Sanborn, Folger's and Maxwell House, 5 each.

Like Replaceable Lid

Most mentioned type of product: shortening (52).

Other products with 10 or more mentions: baking powder (27); coffee (16); spices (13).

Less than 10 mentions: cleansers, cocoa, cooking oil, nuts, polish, tea.

In each of the main categories, most mentioned brand names were:

Shortening: Crisco (24); Spry (17).

Baking powder: Calumet (24).

Spices: McCormick (5).

Coffee: Hill's and Maxwell House, 3 votes each.

Convenient Sizes—Use All at One Time, Throw Can Away

Most mentioned type of product: fruits & vegetables (21).

The 53 votes were scattered over such a wide variety of products that no one brand polled more than 3 votes.

Can Reuse the Tin

Most mentioned type of product: shortening (11).

Other products mentioned: baking powder, candy, coffee, fruits, juices, lard, nuts, syrup.

Easy to Use

Most mentioned type of product: shortening (12).

Other products mentioned: baking powder, cleansers, cocoa, coffee, cook-

ing oil, juices, machine oil, polish, spices, syrup, wax, window cleaners.

Most mentioned shortening: Spry (5).

Like Measuring Device Inside the Can

Most mentioned type of product: baking powder (28).

Other products mentioned: spices.

Most mentioned baking powder: Calumet (27).

Miscellaneous (98)

Housewives listed 23 additional reasons for liking tin containers, the likes recorded often having reference not to tins as a class, but to certain types of tin containers or features of certain containers. Here they are:

Easy to pour (16).

Labels have eye-appeal (14).

Easy to get contents out (12).

Give full directions for use and/or preparation (7).

Non-breakable (6).

Lid doesn't fall in (5).

Contents can be left in container after opened (5).

Good recipes (5).

Good slide or sifter tops (4).

Good key-winds (4).

Easy to "cart home" (3).

Available in sizes suitable for large family (3).

Can get can sizes to suit exact quantity needs (3).

Can get measuring spoon in (2).

Can use container on table (1) (Log Cabin).

Can measure liquid needed right in can (1) (Campbell's soup).

Like sectioned pack (1) (Layer-Pak).

Tins fit refrigerator space (1) (beer).

Like spray (1) (insecticide).

Tells all ingredients (1) (dog food).

Like handles on pails (1).

Like shape of can (1).

DISLIKES

Highlights of the returns under each reason certain tin containers are disliked:

Too Hard to Open

Most mentioned type of product: sardines (124).

Other products with 10 or more mentions: meats (22); canned milk (15); coffee (11); spices (11).

Less than 10 mentions: anchovies, baby foods, baking powder, cashew butter, chocolate syrup, cocoa, coconut, cream of tartar, floor wax, fruit, nuts, olive oil, peanut oil, shortening, syrup, tomato paste, window cleaners.

Table VIII
Tin Containers as the Housewife Sees Them

Reasons for Liking	No. of Mentions	% of Total	Reasons for Disliking	No. of Mentions	% of Total
Products keep fresh ..	243	27.8	Too hard to open ...	222	25.4
Easy to store	176	20.1	Hard to remove contents	51	5.8
Easy to open	169	19.3	Hard to pour	50	5.7
Like replaceable lid ..	123	14.1	Lid can't be reclosed ..	48	5.5
Convenient sizes—use all at one time and throw away tin	54	6.2	Lid falls into can	36	4.1
Easy to use	37	4.2	Can't get measuring spoon into can	27	3.1
Can reuse can	33	3.8	Have to remove contents to another container for storage ..	24	2.7
Like inside-can measuring device	30	3.4	Miscellaneous	148	17.0
Miscellaneous	98	11.2			

(For amplification under each reason, see text of article.)

In each of the main categories, most mentioned brand names were:

Sardines: Neptune (5); Twenty Medal (5). There were 78 votes for "all sardines."

Meats: Spam (5); Armour (5).

Canned milk: Carnation (4).

Coffee: 6 brands mentioned, with none polling more than 2 mentions.

Spices: 9 brands mentioned; highest, Schilling (3).

There were 5 mentions of Hershey cocoa. Watch for the reappearance of troubles with cocoa as this analysis goes on.

Hard to Remove Contents

Most mentioned type of product: meats (10).

Less than 10 mentions: baking powder, cocoa, coffee, cranberry jelly, cream of tartar, dog foods, lye, honey, olives, poultry seasoning, sardines, specialty breads, spices, syrup, tomato paste, vegetables.

Most mentioned meat: Spam (4).

Again, 5 mentions for Hershey cocoa.

Hard or Messy to Pour

Most mentioned type of product: syrup (25).

From 1 to 7 mentions each: baking powder, evaporated milk, fruit juices, furniture polish, spices, vegetable oil, window cleaners. Most mentioned brands of syrup: Hershey (10); Karo (6).

Lid Often Can't Be Reclosed

Most mentioned type of product: shortening (24).

From 1 to 5 mentions each: cocoa, coffee, cleansers, furniture wax, meats, nuts, popcorn, spices, syrup.

Most mentioned brands of shortening: Crisco (10); Spry (6).

Lid Falls into Can

Most mentioned type of product: cocoa (36).

Other products mentioned: coconut, coffee, cream of tartar, mustard, spices.

Most mentioned cocoa brands: Hershey (12); Baker's (10).

Can't Get Measuring Spoon into Can

Most mentioned type of product: cocoa (14).

Other products mentioned: baking powder, cream of tartar, spices.

Most mentioned cocoa: Hershey (10).

Table IX

HOW FIRST PURCHASE IS INFLUENCED BY PACKAGES

Question: "Can you remember any product you bought for the first time because something about the package you saw in the grocery store appealed to you? Write in the brand and product, and tell what package feature attracted you."

Product	Brand	Reason for Purchase
Baby food	Libby	Good jars for storage and later use for leftovers
" "	Heinz	Can store in jars in refrigerator
Bacon	Morrell	Looks so clean in the wrapping
Biscuit mix	Bisquick (2)*	Recipes and serving suggestions on the box
Cake flour	Swansdown	Pictures on box and recipes
" "	Pillsbury	Appetizing picture on package
" "	Velvet	Cake slicer premium with package
Cake frosting	Sevel	Attractive picture of finished cake on box
Cake mix	Duff	Such attractive package
" "	Pillsbury (2)	Appetizing picture and recipe on box
" "	Occident	Good frosting recipes in box
" "	Pillsbury	Cake pan premium
" "	Betty Crocker	Attractive picture on box
" "	Betty Crocker	Excellent recipes
Candy	Baby Ruth Nuggets	Like window package
" "	Brock's Peppermints	Tight seal plastic bag that can be reused
Catsup	Ritter	Attractive bowl container used later for ivy
Cereal	Kellogg Variety (4)	Like individual wraps; variety
" "	Quaker Variety	If you forget kinds by name, you can see what you want
Cereal	Post-Tens (4)	Like individual wraps; variety
" "	Cheerio (5)	Premiums for children
" "	Quaker Variety	Individual packs; variety
Cheese	Swift	Plastic reusable container
" "	Kraft (5)	Glasses good for fruit juice
" "	Borden Spreads	Attractive fruit juice glasses
" "	Kraft (3)	Sliced and in cellophane
" "	Borden	Plastic box
Chop Suey	La Choy	Picture on package looked so good
Cleanser	Soilax (2)	Has pouring spout
Cocktail crackers	Nabisco	Looked so good in cellophane
Cookie mix	Py-O-My	Illustration on package
Cooking oil	Mazola (2)	Has pouring spout
Cottage cheese	Carnation	Like bowl container
" "	Armour	Packed in reusable jar
Crackers	Supreme	Individual inner wraps
" "	Crackin' Good	Inner separate wraps
" "	Zesta	Individual inner wraps
" "	Premium	Separate inner wraps to keep fresh
" "	Educator (2)	Separate inner wraps
" "	Sunshine	Has smaller unit wraps
" "	Keebler	Tin good for storage
" "	Flavor-Kist	Has smaller unit wraps
Cracker meal	Nabisco	Has spout
Cranberries	Eatmor	Looked so good
Cranberry sauce	Ocean Spray	Attractive picture; recipes
Cream cheese	Abbott	Plastic box is reusable
Dog biscuit	Milk Bone	Package shows actual size
Face tissues	Scotties	Like opening; tissues do not hang out and get dusty
Frozen vegetables	Bird's Eye Peas	Looks like just out of the garden
Fruit	Del Monte Fruit Cocktail	Wide mouth jar—looks too good to resist

*Number in parenthesis indicates frequency of mention.

(Continued on p. 52)



SALES ARE UP!

thanks to **GAIR**

MULTICOLOR CARTONS

GAIR multicolor cartons are winning enthusiastic acclaim everywhere with dealers, consumers and manufacturers.

These smartly designed multicolor cartons are solving packaging problems for many manufacturers who are as meticulous about their packaging as they are about their famous products.

Sales, profits and prestige are increased with the SELL-ON-SIGHT appeal of GAIR multicolor cartons.



WRITE TODAY for samples and technical information

ROBERT GAIR COMPANY, INC., 155 EAST 44th STREET, NEW YORK • TORONTO

PAPERBOARD • FOLDING CARTONS • SHIPPING CONTAINERS

AUGUST 15, 1951

Table IX
(Continued from p. 50)

Product	Brand	Reason for Purchase
Fruit cake	Hostess	So attractive in cellophane
Grape juice	Welsh	Attractive bottle and label; easy to open
Ham	Hormel	Convenience of vacuum pack
Honey	Lake Shore	Like sliding metal pouring device
Jelly	Blue Plate	Packed in attractive glasses
Luncheon meat	Prem	Like label and color of can
Macaroni	De Luxe	Looks good in cellophane; keeps better
Macaroni dinner	Kraft	Package shows short cooking time
Margarine	Blue Bonnet (2)*	Can see attractive inner wrap in quarters from outside
"	Parkay	Coloring bag
"	Delfarm	In quarter pound units
"	Parkay (2)	Window package shows contents
"	Mrs. Filbert's	Each quarter wrapped separately
Mayonnaise	Blue Plate	Good refrigeration jar
"	Kraft	Like screw top non-rust
Mixes—general	Ballard's	Good recipes on outside
Noodles	Mueller's	Window box
Oatmeal	Quaker	Like round box; so nice to handle
Peanut butter	Swift (11)	Screw lid
" "	Cream-Nut	Packed in glass mug
" "	Peter Pan	Like jar with handle
" "	Plee-Zing	Like goblet in which it is packed
" "	Derby	Like glass container
" "	Old Dutch	Packed in glass with handle
" "	Swift	Like the refrigerator jar
" "		Screw cap easy to open; nice
" "	Lummis	refrigerator jar when empty
" "	Monarch	Has circus painted on glass
Pears, canned	Del Monte	Glass jar gives eye-appeal
Pickles	L & S	Wide mouth jar
Pickles	L & S	Packed in reusable ice box jar
Pie crust mix	Betty Crocker	Looks like home-made pie on cover
Potato chips	King	Cardboard with foil wrap
" "	Dugan	Packed in foil
Preserves	Orchard Park	Can always use tumblers
Rice	Wonder	Window package
Salad dressing	Ann Page	Lid re-seals so easily
Salt	Diamond	Like narrow spout
"	Morton (2)	Spout package
Shelled nuts	Wunder Pecan	In cellophane; practically every half in plain view and perfect
Shortening	Spry	Fastened on lid
Soap	Palmolive	A number of bars packed in handy plastic bag
Soft drinks	Pepsi-Cola	Carrying carton
Soup	Lipton	Done up so conveniently; easy to carry
Spaghetti dinner	Kroger	Picture of appetizing dish on package
Starch	Niagara Cold Water (2)	Spout—easily poured
Sugar tablets	Jack Frost	Good opening on box
Syrup	Log Cabin	Bottle used later for candlestick holder
"	A & P	Bottle has ribbed sides; easy to hold
"	Log Cabin	Like cabin-shaped tin
"	" "	Like screw top
"	Vermont Maid	Bottle can be used as vinegar cruet
"	Log Cabin	Bottle easier to pour than tin
Tea	Boscul	Packed in attractive iced tea glass
"	Cain's	Glasses very colorful
"	Lipton	Easy to store

*Numbers in parenthesis indicate frequency of mention.

Have to Remove Contents to Another Container for Storage

Mentions were widely scattered over baby foods, coffee, fish, fruits, fruit and vegetable juices, milk, popcorn, syrup.

Miscellaneous (148)

In previous surveys we have pointed out that tin, more than any other package material, seems to have a public relations problem. While the general feeling of suspicion of tin as a possible source of food poisoning has somewhat abated as measured by the results of this survey in comparison with result of previous studies, housewives still betray a large measure of uneasiness, and they list many different kinds of other dissatisfactions with tin containers.

The numbers of mentions of most of the miscellaneous objections are small, but we report the whole list because it throws light on the extent to which housewives value the element of convenience in packaging. It shows many potential sources of inconvenience. And the editors believe you will agree that here, as in responses to other questions in this study, the respondents have not reacted captiously except in rare instances; what they say mostly makes very good sense.

Here are the miscellaneous objections:

Key troubles—dislike all keys, need pliers to get key started, key breaks before can can be opened, key doesn't always work, shape of tin awkward for key opening, key not provided or missing (37). (shortening, coffee, meats, sardines).

Cut fingers on sharp edges of can (16). (coffee, meats, fish, milk, peanuts, juices, shortening, spices).

Can rusts after opened (13). (baking powder, cleansers, cream of tartar, furniture polish, glass cleaners, milk, syrup, vegetables).

Contents don't stay fresh (12). (baby foods, baking powder, coffee, coconut, fruit juices, nuts, popcorn, shortening, syrup, vegetables).

Can't see how much is left in can (12).

Tastes like tin, smells like tin (9) (baby foods, juices, meats, soup, vegetables).

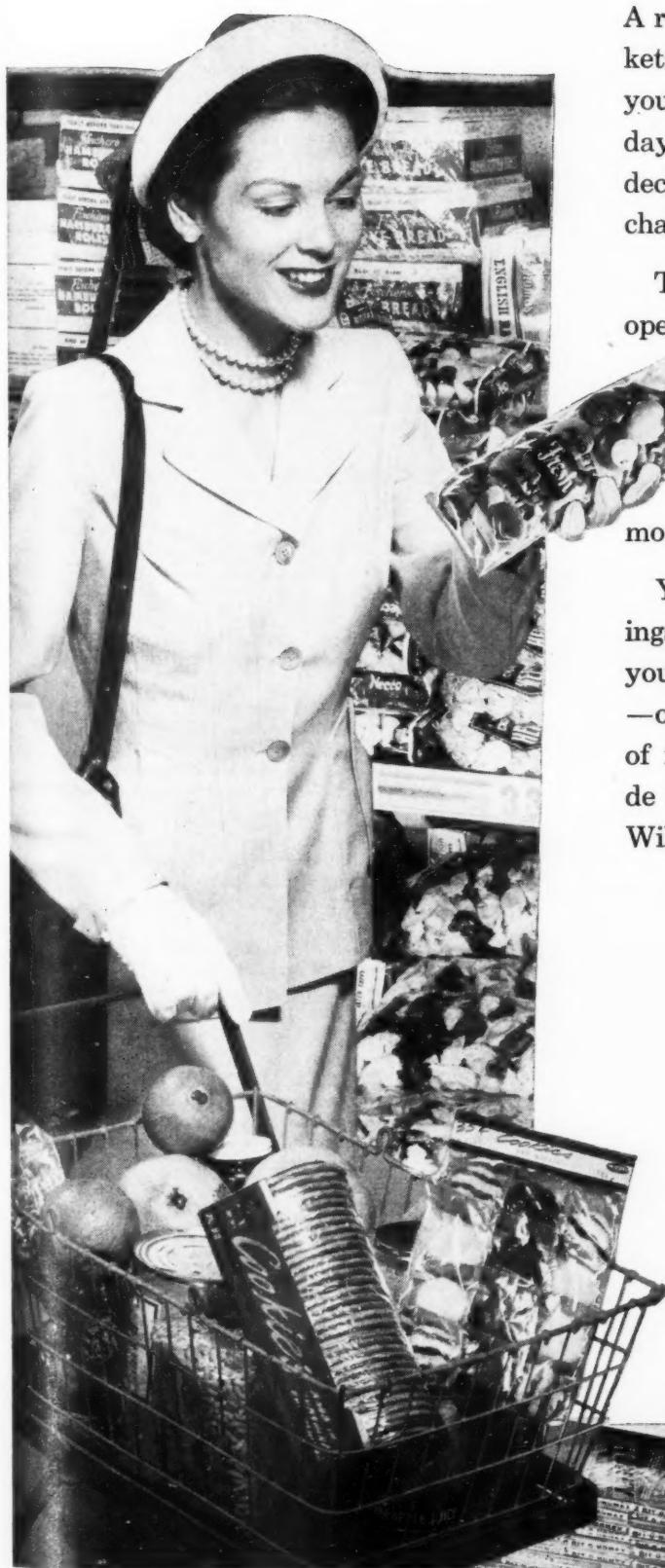
Can't empty tin completely (6). (baking powder, cocoa, spices).

Break finger nails trying to open trick tops (5). (fish, spices).

Cans won't open with my can opener (5). (milk, evaporated and condensed).

Can't get meat out whole (2).

Does your package speak up to the passing shopper?



A recent Du Pont survey in supermarkets underscores the value of packaging your product to attract attention. Today's self-service shopper, it was learned, decides on *two-thirds* of all her food purchases while she's inside the store.

This means that the door is wide open for a well-designed package to do a *selling* job. A package that really speaks up for the product can be a "fast closer" . . . help make the product a fast mover from supermarket shelves.

You can take advantage of the findings of this survey. Write today for your free copy of "Stop, Look and Buy" —one of Du Pont's continuing studies of food-buying habits. E. I. du Pont de Nemours & Co. (Inc.), Film Dept., Wilmington 98, Delaware.

DuPont Cellophane

Shows what it Protects—Protects what it Shows



BETTER THINGS FOR BETTER LIVING
... THROUGH CHEMISTRY

Objections with 5 or fewer mentions: Tins discolor after opened (5); opening too small (4); oval tins awkward for storing (4); sifter won't slide (4); rim on cocoa cans causes waste (3); cans hard to dispose of (3); don't like set-in lid (2); contents dribble on top of can (1); can't reuse tin (1); edge on top makes syrup cans hard to keep clean (1); would like key openings on soup cans (1); oval shapes hard to open (1); don't like square tins (1); labels come off (1).

First Purchase and Brand Switches

In no previous package survey did we attempt to ask housewives to try, through unaided recall, to remember instances where (1) something about a specific package had influenced a first purchase, or (2) something about the packages of a pair of com-

petitive products had induced a brand switch.

This time we did so. You'll find the results tabulated in Tables IX and X, pages 50, 52, 56 and 58.

We leave it to the reader to study these and draw his own conclusions. It will be noted that in almost every instance, in both tables, the "why" cross-checks with findings reported in some other section of this survey.

There is no way to get an absolute measure of package influence on sales because so many other variable factors combine with packaging to determine over-all selling efficiency. But the information presented here strongly suggests that the package—at least on grocery store products of high frequency of purchase—merits almost continuous research. Women do regard package efficiency and handling convenience as important parts of value received, and they do gravitate to products where the package in their estimation offers them a "plus."

Some Typical Comments by the Housewives Who Participated

"Wish I could find screw-top cans for cocoa."

"Want marking on Brer Rabbit for measuring."

"Would like Swift peanut butter if they would provide recipes."

"Karo syrup has no measure on the bottle."

"Don't like jelly glasses so thick they're unusable afterward."

"Like Certo because bottle is marked for measuring."

"All long-way boxes (spaghetti) need rubber band to hold shut after once opened."

"Lard: Don't like to scrub the carton."

"Dry cereal: Last of box gets mixed in with the inner wrap and spills."

"Paper sticks to the inside on Betty Crocker soups."

"I think all cereal boxes should have a flap top such as cracker boxes have so the cereal will stay fresh longer after being opened."

"On cereals, flours, paper tissues, detergents: Push-in and tear-out tabs are not

perforated deeply enough. Packages crush before they open."

"We need small measuring device on soap flake packages to cut down waste."

"I would like muffin mixes like Flakorn, and biscuit mix, packed in smaller packages so there is just enough for 6 muffins or biscuits, instead of having to open a larger box and measure. Let them still pack the larger size for big families. To get variety you must have all these boxes standing on the shelf, and lots of small families don't have the storage space."

"If packages can be kept, I like recipes on the outside; but when they are to be thrown away, I like leaflets."

"I like all products in tin, but don't agree they should be left in after opening."

"Everything in cans is hard to open; the raw edges cut fingers."

"Tin is sturdy and inexpensive, but of course not expected to be used for storage after the product is opened."

"Tins with keys I do not like."

"Any products in square or rectangular cans, and cans that require a key, are hard to open."

"I like all products packed in tin except sardines."

"I do not like to buy kraut juice in tins. Always looks like juice eats the tin."

"All cans with keys should be discontinued."

"Key opening fine when it doesn't break off, but it often winds crooked and breaks, leaving one stalled."

"The odd shapes of some cans hamper handling and storage."

"I wish canned food and flour manufacturers would date all their packages."

"Pack catsup so it can be removed with a teaspoon—like Miracle Whip."

"Want a spout on sugar, rice, tapioca, anything that pours easily. Want a tight lid on flour, uncooked cereals. Want packages a new uniform heights for convenient storage. Want name of product on end of package in large letters for commercial storage."

"I would suggest that leaflet be enclosed in tight envelopes so, as in the case of flour, it would be fresh and clean and not dusty with the product."

"Why can't pepper cans have a spout for filling pepper shakers for table use?"

"Recipes packed in flour bags are a menace. In removing same from bag, flour is always scattered outside the bag."

"So many products come in jars about one pint in size, but the opening is so small that a standard tablespoon cannot be used to remove contents or for measuring. Why not use standard size reusable mason pint jars?"

"I find that any General Mills product is good and I have never had a failure with a Betty Crocker recipe."

"Of all my complaints on packaging the key and strip of tin are foremost. They take time and patience and one is either rewarded by a cut hand or getting off the track."

"I think soap powder packages should have a pouring spout on top of package. The perforations on present containers seldom allow a clean opening and then it gives little control."

"Most packages should be designed so that they are easily opened, and after they are opened, they should have an airtight closing."

"I would like 10-pound sugars in bright colored bags so they might be used as napkins and the hundred-pound sacks for lunch cloths. I like spice cans that will allow a teaspoon to be inserted in the top such as the Grand Union uses."

"I would like fruit juices in glass (such as prune and apple now is) so contents can remain therein. Even though it is usually stated canned foods can remain in cans, I still don't like it."

Man at Work

rolling up meat sales



Modern pre-packaging of meats boosts profits . . . protects quality . . . increases store life . . . reduces waste . . . provides added customer-convenience. Perhaps your product too can take on new sales appeal through a smart, merchandising package.

A Shellmar Packaging Counselor and his all-star team of experienced designers and artists are ready to solve your packaging problems . . . to provide a Successful Package Creation for your product.

Talk it over with your Shellmar Packaging Counselor soon. Or write the Package Development Department for samples of sales-winning packages for products in your particular field.

Shellmar Products Corporation • Mount Vernon 9, Ohio

Plants: Mt. Vernon and Zanesville, Ohio • South Gate, Calif.
Mexico City • Medellin, Colombia • Sao Paulo, Brazil

® The Hallmark of Successful Package Creations



Shellmar

"Successful Package Creations"

Table X
HOW PACKAGES INFLUENCE BRAND SWITCHES

Question: "Can you remember any case where you quit buying a certain brand of a product because you disliked the package . . . and you switched over to another brand whose package seemed more satisfac-

tory to you? If 'yes,' write in the brand name and product, and package feature for the item you quit buying, and place in column two brand and product and package feature of the item you bought instead."

Product	Brand Formerly Bought	Now Buying	Why
Applesauce	Lake Mead	Mott's	Can store in glass but not in tin
Baking powder	KC (2)*	Calumet	Like measuring device
" "	Clabber Girl	"	Pry-open lid on Clabber Girl; Calumet easy to open
" "	Royal	"	Like measuring gadget
Bread crumbs	Gold Seal	Bond	Has spout on package
Cake flour	Softasilk	Swansdown	Swansdown much easier to open
Cat food	Calo	Spratt's	Calo too hard to open
Catsup	Heinz	Del Monte	Del Monte cap easier to get off
Cereal	Kroger Rice Crispies	Kellogg	Kroger bag tore; Kellogg in sturdier package
"	Sure Fine Puffed Rice	Post	Sure Fine package spilled and tipped; Post in box
"	Kroger Puffed Wheat	Quaker	Kroger easily torn and spilled; Quaker in a box
"	Sunnyfield	Quaker	Sunnyfield inconvenient and hard to store in cellophane; like Quaker box
"	Alber's Oats	H-O	Like square rather than round box
"	Mother's Oats	Alber's	Didn't like round package for storage
"	Kellogg	Post	Post easier to open and close
"	Kellogg Corn Flakes	Post Toasties	Post package stays fresher
Cheese	Borden	Kraft	Prettier glasses
Chili sauce	Heinz	Del Monte	Del Monte has better cap
Chocolate	Baker's	Hershey	Hershey stores more easily
Chocolate bits	Rockwood	Toll House	Rockwood package spilled too easily
Chocolate syrup	Hershey	Donald Duck	Hershey in can; Donald Duck can be kept in container with screw cap
Cleanser	Swift	Ajax	Like looks of can better
"	Vanish	Swash	Vanish caked; Swash is liquid in bottle
Cocoa	Hershey	Iona	Cover opening has square sides—easier to measure from
"	Baker's	Hershey	Like opening better
Crackers	Sunshine	Nabisco	Inner wraps on Nabisco
"	Krispy-Premium-Nabisco	Ontario Club	Has inner wraps
"	Nabisco	Sunshine	Inner wraps keep fresh
"	Sunshine	Filber's	Inside individual wraps
"	Premium (2)	Flavor-Kist	" " "
"	Sunshine	Salerno	" " "
"	Nabisco	Flavor-Kist	Flavor-Kist has individual wraps
"	Premium	Belle Meade	Wrapped to stay fresh
"	"	Butter-Kist	Premium became stale; Butter-Kist has smaller unit inner wraps
"	Saltine	Supreme	Saltines became stale; Supreme has smaller unit inner wraps
"	Sunshine	Schulze & Burch	Individual wraps inside to keep fresh
"	Premium	Zesta	Separate inner wraps
Cranberries	Eatmor	Beaton's	Cardboard and cellophane easier to handle and carry—more attractive
Detergent	Glim	Joy	Joy bottle easier to hold and pour
Dried beef	Armour	Cudahy	Armour's jar too hard to open; prefer tin
Extracts	Ann Page	Jewel Tea	Jewel bottles are more stable
"	Doesn't remember	Schilling	Bottles more stable, easier to hold
Flour	Pillsbury	Light Crust	Didn't like bulky bag on Pillsbury; Light Crust easier to store
Grated cheese	Borden	Kraft	Kraft can be tightly closed
Macaroni	Creamette	Ann Page	Creamette package often broke at window
"	Kroger and A & P	Mueller's	Packages close better
"	Mueller's	Delmonico	Window package

(Continued on page 58)

*Numbers in parenthesis indicate frequency of mention.



LOOK FOR THE MAN FROM FORBES

...to deliver merchandising impact

Shaving cream or cigarettes, ink or candy—whatever your product, you'll find you get merchandising impact when you get the Facts from Forbes. Our customers find our long experience plus continuing studies of printed merchandising effectiveness are their assurance of the best printing process for any job—runs of any length, production only or creative-plus-production. What's more, Forbes offers unique facilities in lithography, letterpress, rotogravure and die-stamping—all under one roof and one-management control.



FORBES LITHOGRAPH CO.

NEW YORK • CLEVELAND • BOSTON • CHICAGO • ROCHESTER

Delivers Merchandising Impact



Displays



Floor Stands



24-Sheet Posters



Transparent
Cellulose Wraps



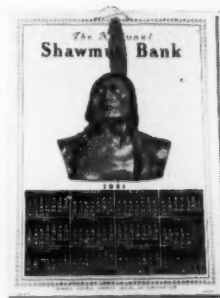
Basket Merchandisers



Cookbooks,
Booklets, Folders



Car Cards



Calendars



Holiday Sleeves

Table X
(Continued from page 56)

Product	Brand Formerly Bought	Now Buying	Why
Margarine	Nucoa	Delrich	Handier to mix
"	Sunnybrook	Parkay	Divided into wrapped quarters
"	Allsweet	Blue Bonnet	Foil wrap
"	Swanson	Parkay	Easier to mix
"	Blue Bonnet	Parkay	Like foil wrapping
"	Allsweet	Blue Bonnet	Allsweet is bowl mix; Blue Bonnet package mix
"	Kraft and Delrich	Blue Bonnet	Kraft and Delrich bags broke before mixing was finished
"	Meadolake	" "	Attractive foil wrap on Blue Bonnet—Meadolake package looked "old and dull"
"	Blue Bonnet	Parkay	Quarter pounds wrapped separately
"	" "	Allsweet	Don't like to color in bag
Marshmallows	Sunkist	Angelus	Sunkist became stale; Angelus has smaller unit inner wraps
Mayonnaise	Duke	Ann Page	Duke has small lid, hard to close, outside not attractive
"	Best Foods	Durkee	Wide neck jar and screw top
Molasses	Colonial	Brer Rabbit	Like bottle better than tin
Mustard	French	"1815"	Mugs fine for the children
Noodles	Ann Page	Grass	Ann Page package easily broken; Grass package sturdy
"	Mueller's	Young's	Can now see what I'm buying
Paper napkins	Elcor	Blue Ribbon	Elcor inconvenient to store; Blue Ribbon package hangs up
Peanut butter	Peter Pan (3)*	Swift	Screw on lid
" "	" "	Blue Plate	Lid doesn't stay on either but Blue Plate has prettier glass
" "	Skippy	Swift	Screw lid
" "	Beech-Nut	Skippy	Skippy has screw lid
" "	Derby	Skippy	Derby had pry-off lid; Skippy has screw cap
" "	Peter Pan	Skippy	Skippy more convenient size, better lid
" "	Velvet	Jumbo	Jumbo has screw lid; Velvet had pry-up
" "	Bama	Peter Pan	Peter Pan jar is reusable; Bama was not
Potato chips	Rushmore	King	Rushmore cellophane bag split; King in convenient sturdy container
Prune juice	Del Monte	Little Elf	Del Monte lid too hard to remove; Little Elf easier
Raisins	Thompson	Raisin Bowl	Stay fresh longer
Rice	Water Maid	Walton	Walton has pouring spout
Salad oil	Mazola	Wesson	Mazola tin hard to empty and messy; can see amount on hand in Wesson
Salt	Diamond	Sterling	Sterling box easier to store
"	Carey	Sea Island	Sea Island has spout to close tightly
"	Diamond	Sterling	Sterling spout is better
"	"	Morton	Morton spout pours easier
"	Sterling	Morton	Spout
Sardines	All brands	Stopped buying entirely	Keys get lost; cans inconvenient
Shoe polish	Doesn't remember	Dyanshine	Old brand had pry-up top hard to open; Dyanshine has screw lid
Shortening	Jewel	Crisco or Spry	Jewel package too messy; Crisco and Spry have cans with good lids
Starch	Argo	Staley	Argo directions were not specific
Syrup	Log Cabin	Griffin	Log Cabin messy to pour; Griffin in bottle
"	" "	Vermont Maid	Never knew how much I had
"	" "	Karo	Karo much easier to pour
Vinegar	Red Star	Klein's	Red Star bottle hard to handle; Klein's more convenient

*Numbers in parenthesis indicate frequency of mention.

There's a Sales Manager's Dream in Sales Management's "High-Spot" Saginaw!



Another Booth Market gets Sales Management's "high-spot" rating!

Saginaw's 1951 building volume is running 100% over last year . . . and last year's total was at an all-time high. Retail sales are likewise topping those of 1950, which set a yearly

record at almost 174 million dollars!

The Booth-published Saginaw News is your entree to a great Michigan Market. Don't forget . . . you can select your market with newspapers. Select a Booth Market and you get a great *market* and a great *paper*!

43,347 daily net paid

For further facts, call—

A. H. Kuch,
110 E. 42nd Street,
New York 17, New York,
Murray Hill 6-7232

The John E. Lutz Co.,
435 N. Michigan Avenue,
Chicago 11, Illinois,
Superior 7-4680

Saginaw News

one of **8** Booth Michigan newspapers



It seems that everyone on the West Coast has a Beany (right) story.

Kiddies: Are They Now Our No. 1 Pressure Group?

BY JAMES H. COLLINS

If you're a TV family, you'll agree that tots from two years up are the most brand conscious people in America today. For proof we cite to you advertisers who've found profits in the fabulous Hopalong Cassidy—and now in Beany.

The Bang! Bang! kids ride again. . . and furiously. It may be time to apply marketing yardsticks to what is being called "America's No. 1 pressure group." Specifically, we mean any tot big enough to sit in front of a television receiver.

When a housewife buys a cake of soap we know whether she is motivated by family pride, or keeping up with the Joneses; where she is likely to buy it; what brand she has decided on; whether we can switch brands at point-of-purchase; what associated items . . . So complete are our mar-

keting statistics on grown-ups.

But the kids who've made Hopalong Cassidy a national hero have upset our marketing research. And now, around Los Angeles at least, the kids have gone nutty about a new character called "Beany." Beany's influencing the sales of potato chips and beverages.

Since January everybody seems to have a Beany story. There was for example, the dignified school superintendent, creeping in with a surprise for his grandson who was absorbed in Beany. Little Don just

turned his head and waved, "Go home, Grandpa, go home!"

Then there is this merchandising story: At a sales huddle everybody wore Beany caps, with a propeller. The salesmen wore them out on the route until small boys following the trucks became a problem. Said one market manager: "Either you get my kid a Beany cap, or I'll buy no more merchandise!"

Beany has had the effect of a religious revival on kids. They bring the product to the TV set to prove that they are following suggestions, to use it, and keep Beany on the air.

"Time for Beany" is a good show, fantasy, well knit as to plot, with commercials woven into each evening's story, five nights a week over Los Angeles KTLA, Paramount television station. Its originator, Bob Clampett, developed it for TV with Paramount. It's considered television's first original comic strip. The characters are stocking puppets, manipulated by the fingers, with a wide variety of voices.

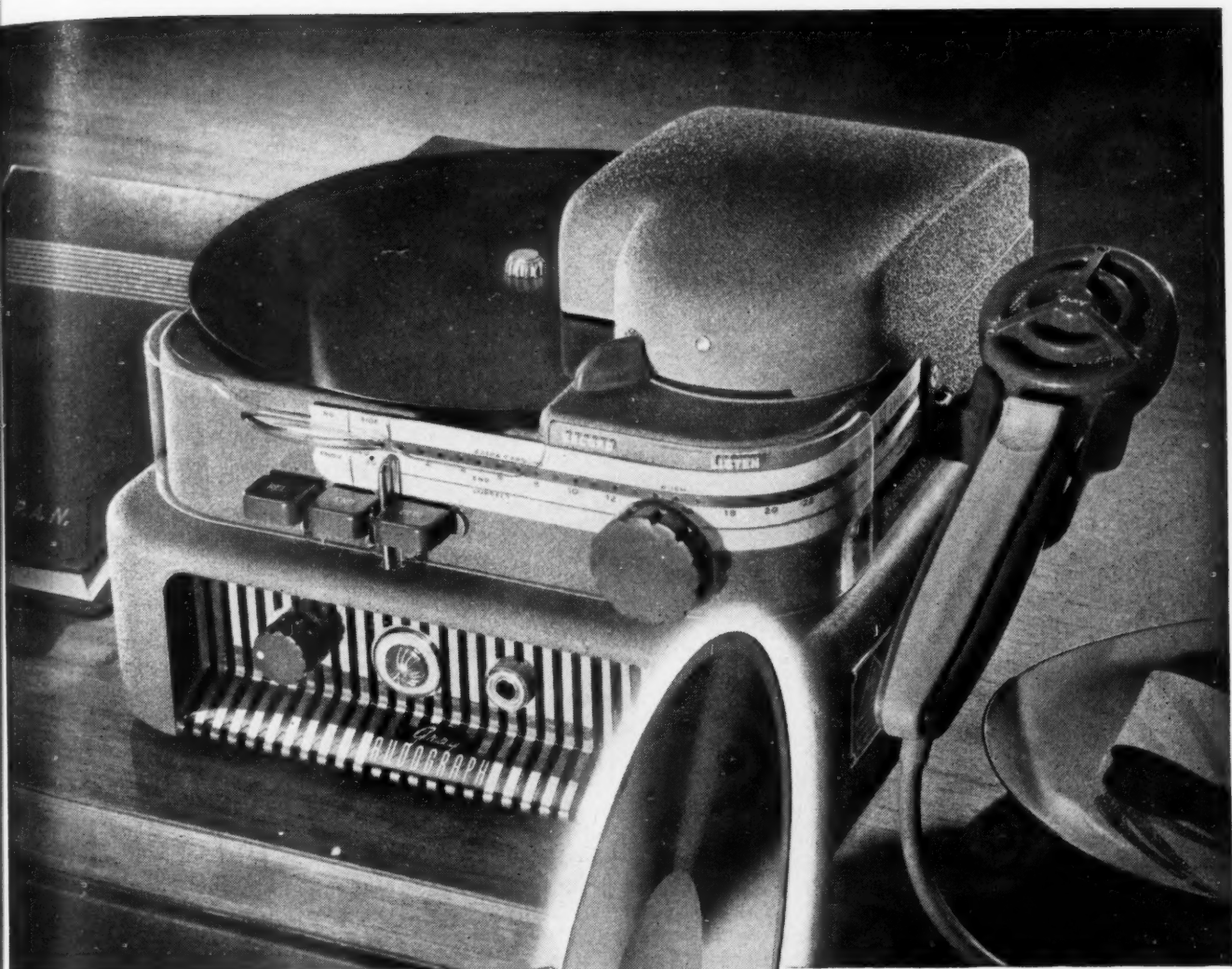
Beany's Clients

There is the six-year-old Beany himself, his blustery uncle Captain Hufflepuff, the seasick sea-serpent Cecil, the voyaging "Leakin' Lena," Chinese cook Hopalong Wong, villainous Dishonest John . . . To date more than 575 scripts have been used. In Los Angeles the show is live, and in more than 20 other cities is telecast from film. Manufacturers have been licensed for Beany hats, Beany and Cecil balloons, pencil sets, beanbags, toys and other giveaway and premium goods. Makers of other products are dickering for rights.

As long ago as November 1949, this program showed up in second place as the kids' favorite in the Woodbury College student survey of Southern California television audiences. Westerns were first by only a shade. The Hopalong program was about half as popular. By May 1950 it was first, rated around 40%, Hopalong around 30%.

From the beginning of television in the Los Angeles area, Bell brand potato chips had been advertised via TV spots with excellent results. It was decided to consolidate TV advertising in a permanent feature, and Beany was picked for its audience growth and entertainment value. Nehi, which shares Beany with Bell brand, finds its own salesmen as enthusiastic as the kids about Beany. The period of wonderment over the cost of television has passed. Whatever it cost, it paid. But no such furore among the youngsters was fore-

"Go
 dising
 ybody
 ellor.
 n the
 g the
 one
 et my
 more
 reli-
 g the
 that
 o use
 show,
 with
 eve-
 over
 tele-
 Bob
 with
 sion's
 marac-
 nipu-
 e va-
 Beany
 ptain
 rpent
 ena."
 , vil-
 date
 used.
 , and
 lecast
 been
 y and
 abags.
 remi-
 ducts
 1949.
 econd
 the
 ey of
 audi-
 nly a
 was
 1950
 Hop-
 on in
 brand
 d via
 ts. It
 adver-
 and
 ience
 value.
 Bell
 en as
 Beany.
 r the
 What-
 such
 fore-
 ENT



New Record for dictating efficiency

One GRAY AUDOGRAPH plastic disc holds over an hour's dictation. That's more than 28 type-written pages — a record no other dictating machine can touch!

Join efficiency-conscious users everywhere who are putting time to more profitable use with versatile GRAY AUDOGRAPH. Simply *sound-write* memos, sales reports, conferences and correspondence. Your office output will increase 30%... and your secretary will be free for other important work.

AUDOGRAPH's operation is unbelievably sim-

ple. One flick of a finger and you're recording. No arms to lift or adjust; relax and let AUDOGRAPH do the work! Discs are feather-weight, easy to file and can be resurfaced for reuse up to 50 times... this means there's no discarding after one recording.

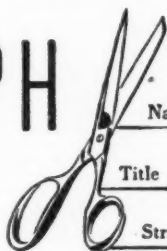
AUDOGRAPH is tops with secretaries, too. The exclusive electromatic index flashes a red light to indicate approaching corrections and green signals for ends of messages. Your voice comes over with bell-clarity... and tone control allows full treble-to-bass range.

Dictation is easier — with AUDOGRAPH!

Gray
AUDOGRAPH

AUDOGRAPH sales and service in 180 U.S. cities. See your Classified Telephone Directory under "Dictating Machines." Canada: Northern Electric Company, Ltd. Abroad: Westrex Corporation. (Western Electric Company export affiliate) in 35 countries.

TRADE MARK "AUDOGRAPH" REG. U. S. PAT. OFF.



The Gray Manufacturing Company, Hartford 1, Connecticut
 Send me Booklet 3-T — "Now We Really Get Things Done!"

Name _____

Title _____

Firm _____

Street _____

City _____

AUGUST 15, 1951

61

seen.

KTTV, Los Angeles, has published its "Tots and Teens" survey on the way parents are influenced in buying advertised products.

Families having one or more children under 19 numbered 65.8%, having an average of 1.8 children per family. Percentages by age: Up to 2 years 11.7; 3 to 10 years 52.8; 11 to 16 years 27.3; 17 to 19 years 8.2.

The tiniest tots, under 2, were found to influence purchases, 6.3% asking for "the kind of cookies Hoppy talks about," and 75% of parents buying the Hoppy brand.

The most influential pressure group is aged 3 to 10. It talks brands, asks for them, asks again until it gets them; 79.7% ask parents to purchase; 73.6% of parents do purchase; 33.4% of families had within the week bought products requested by children. The importance of advertising to reach ages 3 to 6 was stressed in breaking down these figures.

When the Bang! Bang! age is passed, and youngsters get into their teens, they have allowances or earn money, buy minor merchandise themselves, put pressure on parents for more expensive things—not potato chips now, but portable sets. Still, they do ask parents to make purchases

43.3%, and parents respond 78.5%, but immediate purchases do not figure strongly; it is the major items that are wanted, and of which purchasing is delayed.

From 17 to 19 the requests sharply drop to 22.2%, although parents are still responsive 60%. The kids of yesteryear are becoming financially responsible. Many of them are self-supporting, and in a few more years will have Bang! Bang! kids of their own.

What kind of merchandise do the youngsters put pressure on?

The KTTV survey gives these figures for boys and girls in foods, soft drinks, candy, toys, clothing and—a nice touch of child sentiment—the right food for the dog:

	Boys	Girls
Food	48.5%	38.5%
Beverages, Candy	27.1	40.0
Toys	8.5	7.7
Dog Food	8.5	4.6
Clothing	3.4	3.1
Misc.	6.7	6.1

When the Bang! Bang! customers come a-shootin' through your market, high-pressuring parents, it is a strange new experience. Plainly, more will have to be known about kids from two years up into the teens.

What age groups are likely to be most responsive to your product?

What appeals move them?

What kind of premiums and giveaways fit into their lives?

What point-of-purchase devices are adapted to their ages, their play, their dreams, their heroes?

Turning to child psychology, we find that youngsters have been studied for years to improve teaching methods, and parents are interested in psychologists' findings, in non-technical language, as a guide in understanding their own youngsters.

Kid Psychology

A recommended book is "The Child from Five to Ten," by Dr. Arnold Gesell and associated psychologists, at the Yale Clinic of Child Development. From birth to school age such factors as mentality, bodily activity, use of eyes and hands, play, emotions, fears, relations with others, have been studied, and the results throw light on marketing methods.

What a child plays with is an example. Play begins long before the first birthday, with "Where's baby?" It goes on to simple toys, increases in complexity as the tot learns to use hands and eyes, copies grown-up activities, is of the utmost importance in enabling the child to find out what

kind of a world he has been born into, and what to do about it.

Play at two years of age, when it is maintained that children already influence purchases, is with blocks, little autos, adapted playthings such as screwdrivers, bottles. Blocks will be loaded into carts, hauled around; colored blocks and those that fit into each other are liked.

At three years of age the play hinges on construction with blocks, and imaginary playmates participate.

At four, constructions are more elaborate, and real playmates join in.

At five, play usually centers around a house, imitates adult activities. Letters and numbers are copied. Outdoor play with roller skates, carts, jumping rope has started. Games of matching pictures is a major interest. Santa Claus is now real, and the child is anxious to tell parents what he wants them to buy.

At six perhaps the Bang! Bang! peak, play gets rough: climbing, swinging, games such as tag, hide-and-seek, war games, cops, robbers. A party for six-year-olds is a strenuous affair.

"The wisest sales manager I ever knew once said to me, 'Every salesman has two bosses, his sales manager and himself.'"

How to Use Your Selling Power
By Walter Horvath

And so on . . . Television in child life still has to be studied, but radio, movies and music have been observed, and the marketer will find these results especially suggestive. At two years of age the child dances to radio music, has learned to turn knobs, likes the phonograph because he can watch it turn. At three he prefers the phonograph, recognizes tunes. At four he still prefers the phonograph, tinkles on the piano, likes to dramatize songs, listens occasionally to radio kid programs. Radio does not become the first favorite until after five years of age, but then it is tops. Several hours a week are spent listening to talking programs with some music. He prefers programs to be heard regularly, begins to go to movies—but is restless. By seven, radio is a daily diet; missing preferred programs is a calamity. He begins to have an interest in Westerns; likes adventure with shooting and wants them tuned in loud . . .

Bang! Bang!

SALES MANAGEMENT

The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS-TV
364,123 DAILY • 293,426 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

born
men it
ready
locks,
such
will
ound;
t into

play
locks,
ipate.
more
in in.
round
ivities.
Out-
carts,
nes of
erest.
child
at he

Bang!
bbing,
e-and-
rs. A
nuous

ever
sales-
man-

wer

child
radio.
erved.
ese re-
t two
radio
, likes
watch
phono-
our he
tinkles
songs.
d pro-
ne first
of age.
ours a
alking
prefers
begins
ss. By
missing
ty. He
West-
ooting
d...

MENT

She's spending

She's open-minded

**She's older
than you think**



That Young Woman in Her Teens

SHE'S SPENDING... in 1950 she spent \$3,700,000,000 of her **own** money. And what she spends of Dad's takes higher mathematics.

SHE'S OPEN-MINDED... Today's newest and most active consumer, she is still forming brand preferences. Her loyalty to your product can be easily won. And, as wise advertisers know, the customer of 17 may remain a customer through life.

SHE'S OLDER THAN YOU THINK... She is, for example, more likely to marry at 18 than in any other year. She buys for herself, for her folks, and for her future!

Just one magazine reaches the spending power and molds the buying habits of the 7,400,000 young women in their teens.

seventeen sells!

NEW YORK OFFICE
488 Madison Avenue
New York 22, New York

WESTERN OFFICE
400 North Michigan Avenue
Chicago 11, Illinois

NEW ENGLAND OFFICE
Statler Building
Boston 16, Massachusetts

PACIFIC COAST OFFICE
9126 Sunset Boulevard
Hollywood 46, California

SOUTHERN OFFICE
Rhodes-Haverty Building
Atlanta, Georgia

AUGUST 15, 1951

This Letter Opens Door To More Direct Sales

Charmante's Beauty Planalysis goes a key step beyond providing door-to-door saleswomen with qualified prospects: It develops prospects who are ready to hear complete story.

Charmante, Inc., maker of beauty cremes and cosmetics, Detroit, is solving a difficult sales problem with a letter.

The problem: How to pave the way for a personal call to establish a confirmed appointment for a qualified Charmante beauty consultant to call on a woman and, in the privacy of her home, present and demonstrate a rather high-price line of special-purpose cremes and cosmetics recommended for her particular use.

Charmante had tried door-to-door selling as well as qualified survey calls with no success. Cold turkey telephone calls were also tried but they met with resistance "until," says company management, "we thought up the idea of giving the prospect a 'smell of turkey'—sufficient to permit our telephone saleswoman to structure her presentation in such a way as to establish the appointment."

A Charmante Beauty Planalysis, equivalent to a regular \$25 beauty salon consultation, is offered free as an inducement to permit the presentation of the cosmetic line.

The letter, prepared for Charmante by Associated Business Counselors, Inc., Detroit, preselling a desire for the Planalysis, is signed by Charmante's president, Geraldine I. Scott. Attached to it is the business card of the saleswoman who is assigned to make the call. This is how it presells:

Dear Madame:

Here's a calling card that introduces not only a particular person, but a revolutionary idea. Both can have a very important bearing on your personal happiness. It's up to you.

The idea—though you may not recognize it by name—Beauty Planalysis—is something most discriminating women have been looking for these many years. And that is . . . an intelligent, professional analysis of their particular complexion care needs and an easy-to-follow program of home beauty care designed to help them make the most of their natural loveliness.

Are you paying too much or too little for your beauty preparations? Do they actually answer your individual skin and

complexion care requirements? Are there loopholes in your program of personal improvement?

These important questions and many more are answered by a Charmante Beauty Planalysis . . . covered so clearly and concisely that you need never again be confused as to how to make the most of your natural loveliness. You'll be able to see for yourself by means of this accurate analysis-report, all of your fine points as well as those skin and facial characteristics which easily can be improved to accentuate and enhance your true, natural beauty.

The woman who will make your Beauty Planalysis is a member of your community and professionally qualified to counsel you. Her function as a capable, trained beauty consultant is to help you analyze your particular complexion care and beauty needs and prescribe an easy-to-follow personal plan of improvement for you. If you need the assistance which Charmante Aids to Loveliness are espe-

cially formulated to provide, she will feel privileged to introduce and demonstrate their wonderful benefits to you.

Her personal call at your home—which she'd like to arrange within the next few days—can represent an opportunity for you to take the most important step on the way to a lovelier you.

Respectfully yours,
GERALDINE I. SCOTT

The letter is sent out on a selective basis to better-than-average-income areas. Appointments are set up for at least three days ahead, allowing sufficient time to permit the mailing of cards confirming the appointment. The consultant picks up these cards during her demonstration—which, says Charmante management, "lends credence to the fact that the Beauty Planalysis has real intrinsic value."

Structured to permit specific recommendations on the part of the consultant, "subsequent sales of cremes and cosmetics," Charmante reports, "average as much as five times as much as ordinary cosmetic purchases: approximately \$20, permitting the consultant to average \$40 a day on five appointments."

The letter is not inexpensive, Charmante says, "but it is decidedly less costly from a selling-cost standpoint than door-to-door selling because it permits the sales-consultant to make demonstrations and complete her sales without losing face or prestige—which is of vital importance in personalized sales-service work."



"Are Any of You Customers By Any Chance?"

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Brief for Salesmen. By Harry Riemer. Published by Fairchild Publications, Inc., 7 East 12th Street, New York, 3, N. Y. Price, \$2.00.

Of each two dollars spent for this book, the publishers will divide one dollar between the Bureau of Salesmen's National Associations and the National Council of Salesmen's Organizations. Mr. Riemer describes the vital part a sales staff plays in building a successful organization, establishes a method of conduct for salesmen as the ambassadors of good will for their firms and their products.

A Guide to Films and Their Uses by Sales Executives. Published by National Sales Executives, Inc. Price, \$3.00.

Here's a 45-page handbook, citing the experiences of 69 companies with 170 different films. The handbook represents the best, in the opinion of NSE, of more than 20,000 films with the aim of assisting the sales manager in choosing outstanding films to implement him in training his force. The book is organized for quick reference, lists the responsibilities and job requirements of a sales manager.

The Sales Manager's Letter Book. By L. E. Frailey. Published by Prentice-Hall, Inc. Price, \$5.65.

What's your letter-writing problem? Letters that help you answer inquiries for more sales? Letters of appreciation to old customers? Letters that bring effective results with inactive buyers? Letters that overcome objections to higher prices? This book uses some of the better letters, covering such problems, from Cunard White Star Limited, Montgomery Ward & Co., Swift & Co., and others. And the result is a book which provides 400 ready-to-use sales letters, covering almost any sales-letter problem which might arise.

How to Use Your Selling Power. By Walter Horvath. Published by Prentice-Hall, Inc. Price, \$3.95.

The author is sales consultant to some of the nation's leading corporations. He has written this book on the premise that any salesman can increase his personal productivity, make the most of natural sales ability, spot his own weak points and correct them, and handle his customers more wisely. Mr. Horvath uses tested methods, based on the experience of top salesmen. There's a short quiz at the end of each chapter which enables the reader to check up on himself.

IN THE

**Enlarged*

**TROY, N. Y.
ABC CITY ZONE**

**You Are
Guaranteed Entrance
to 96.8% of the
37,100 HOUSEHOLDS
For a Small Investment
of 18c PER LINE**

POPULATION: 122,000

CIRCULATION: 45,144

(June, 1951, Daily Average)

*1,500 families added by the addition to the City Zone
of a large portion of the Town of Colonie.

**THE RECORD
NEWSPAPERS**

• THE TROY RECORD •

• THE TIMES RECORD •

TROY, N. Y.



AN EFFECTIVE SALESMAN is a trained salesman. Here the Pitney-Bowes Service Manager reviews the features of a new machine, stresses customer benefits, for new recruits.



AN EFFECTIVE SALESMAN is truly the proprietor and general manager of his own territory. Basis of field operation at PB is system of territory units with known potentials.



AN EFFECTIVE SALESMAN operates under an efficient sales control plant. A PB man reports on his calls. At the same time he utilizes routine requesting promotional followups.



AN EFFECTIVE SALESMAN has a competitive spirit, rises to the challenge to outsell his fellows. Sales contests are an important part of sales department operation at Pitney-Bowes.

Average Salesman's Output Trebles Under Pitney-Bowes 6-Point Program

It all starts with an improved recruiting program. And from there on it's a matter of creating and maintaining both working conditions and working "climate" to offer the men the essentials for security, opportunity and recognition.

*Based on an interview by
Etna M. Kelley
with*

HARRY M. NORDBERG
Vice-President for Sales and Service
Pitney-Bowes, Inc.*

Since 1945, Pitney-Bowes' sales volume on postage meters and mailing equipment has quadrupled. Sales costs per salesman are currently the lowest in recent years. The volume of the average salesman is about three times the figure in pre-war days.

This good showing is largely the result of a six-point manpower building, development and control program initiated at the end of World War II. It includes:

1. Selection through tests and patterned interviews.
2. Training under a detailed plan of proven effectiveness.

*Stamford, Conn.

STOP...LOOK...& RE-EXAMINE

and you can save a lot of advertising money and sales headaches.

You don't have to pay terrifically high media costs because

NEWSPAPERS

the strongest and best advertising medium, have increased their milline very little during the past 10 years.

The newspaper reader is, to a very large extent, paying for the tremendously increased production costs.

Here is what your 1951 Advertising Dollar will buy in Newspapers:

\$2,000,000 WILL BUY -

50,000 line schedules in 79 newspapers in the 63 U. S. cities having television with Net Paid A.B.C. Retail Trading Area circulation of 17,000,000*
Total circulation of 19,000,000*

\$3,000,000 WILL BUY -

75,000 lines on the above basis - *OR*
40,000 lines in 174 *additional* newspapers making a total of 252 newspapers in 237 markets, which account for a very high percentage of the population of the United States.
These newspapers have a Net Paid A.B.C. *Retail Trading Zone* circulation of over 25,000,000* and *Total Circulation* of over 29,000,000*.

**This is from 36% to 132% greater than the entire current number of TV sets.*

If your advertising costs are worrying you, Stop...Look...and Re-Examine media values



Published in the Interest of Newspapers and Advertisers by

Moloney, Regan & Schmitt

Newspaper Representatives Since 1900

New York • Chicago • Philadelphia • Boston • Detroit • Los Angeles • San Francisco • Seattle • Dallas • Miami



SALES MAKE JOBS for every one of these girls in the Pitney-Bowes office—and they know it. The whole organization is encouraged to take a direct interest in the progress of all selling competitions.

3. Liberal compensation, with strong incentive factors.
4. Other incentives, such as sales contests and, notably, the famous PB Sales Leadership Club.
5. Reorganization of territory.
6. Systematic sales control.

Here are the highlights of the six planks in the program:

1. Selection

Patterned interviews and tests, with previous experience an important consideration, are used in selecting PB salesmen. Since most salesmen are hired in the field, branch managers make use of a manual on selection and training, prepared by Harry M. Nordberg, vice-president for sales and service. It gives detailed recommendations, starting with sources from which to recruit men. There is a pattern for interviews, with suggestions for guiding the conversation, putting the applicant at ease but inducing him to give all pertinent information. There are suggestions for a post-interview check to be made immediately after seeing the applicant, since a branch manager may normally talk to several men in one day and become hazy about their respective qualifications by the day's end. The selection procedure includes ammunition for selling the applicant on the advantages of working for PB, a check list offering discussion leads on the non-seasonal nature of the company's products, opportunities for advancement through sales work, the firm's extensive advertising program, and so on.

The tests used are the Johnson Temperament Analysis (measuring emotional stability, self-sufficiency, extroversion, dominance, self-confidence, sociability, and a factor PB calls

"drive"); the Wonderlic Personnel Test (measuring mental and problem-solving ability, not knowledge nor education); and the Activity Check List, revealing the applicant's occupational interest. It has been found that most successful PB salesmen indicate strong interest in social or group contacts, mental or creative concepts.

Other special assets are previous selling experience, usually a "must," and the ability to sell an intangible—an idea rather than a product. As Vice-President Nordberg puts it: "Our men don't sell blue or tan machines, round or square ones. They sell a *better job* in getting the mail out; the saving of time and labor; the prestige of the meter stamp, and other advantages of metered mail.

"The men who sell best for us are highly imaginative. They are creative. They must be able to sell an idea rather than a commodity. One who has succeeded in selling a correspondence course, or, let us say, air-conditioning or electric refrigeration in the early days before it gained popular acceptance, would be a good bet for us."

2. Training

As a rule, PB hires men already experienced in selling, who do not need basic sales training. But they do need thorough indoctrination in selling PB machines. PB reasons that a salesman may be compared to an unimproved piece of property, operating at a loss, to the firm employing him, until time and training have been invested in him. The better the investment on the part of the branch manager in training a new man, the better his record as a producer.

The five steps in training the PB

way are these: Describe; Perform; Have Do; Discuss or Test; Supervision in the Field. The purpose of the training plan is to familiarize the salesman with the company, its products and system, and the advantages to mailers who adopt their use. But it also entails instilling in him genuine faith in the Metered Mail System, to the end that he will be *glad* to seek out those who need it, to counsel them in its use. He must feel that he has the "best proposition on earth" for the prospect; he must be willing to forget himself and focus squarely upon the prospect and his needs.

Training lasts 10 days, and the program is set down so minutely in the manual that, as Mr. Nordberg puts it, "If a man is being trained in Denver, I can look at my watch at three o'clock on Tuesday, or any other day of the week, and, for that matter, any hour of the business day, and know exactly what he's doing."

The first day's activities are in 12 units, starting with a personal introduction to all branch employees and a briefing on working hours, time of sales meetings, office customs. From that time on, for periods ranging from 15 minutes to an hour and 15 minutes, the trainee is given specific things to do: read background material; see a demonstration of a certain machine and practice working it himself; talk to the branch manager, service manager, etc.; assist in the procedure of getting out the office mail, and so on.

The Making of a Salesman

A good part of the training period is devoted to the study of PB's various booklets and promotional tools. Though addressed to the public for the most part, they are also excellent training aids for the salesman. The exact time when each is to be given to the trainee is specified in the manual. Certain important ones are given to him at the close of each working day, and these are put into his permanent sales portfolio on the following morning. There are quizzes on some of the booklets.

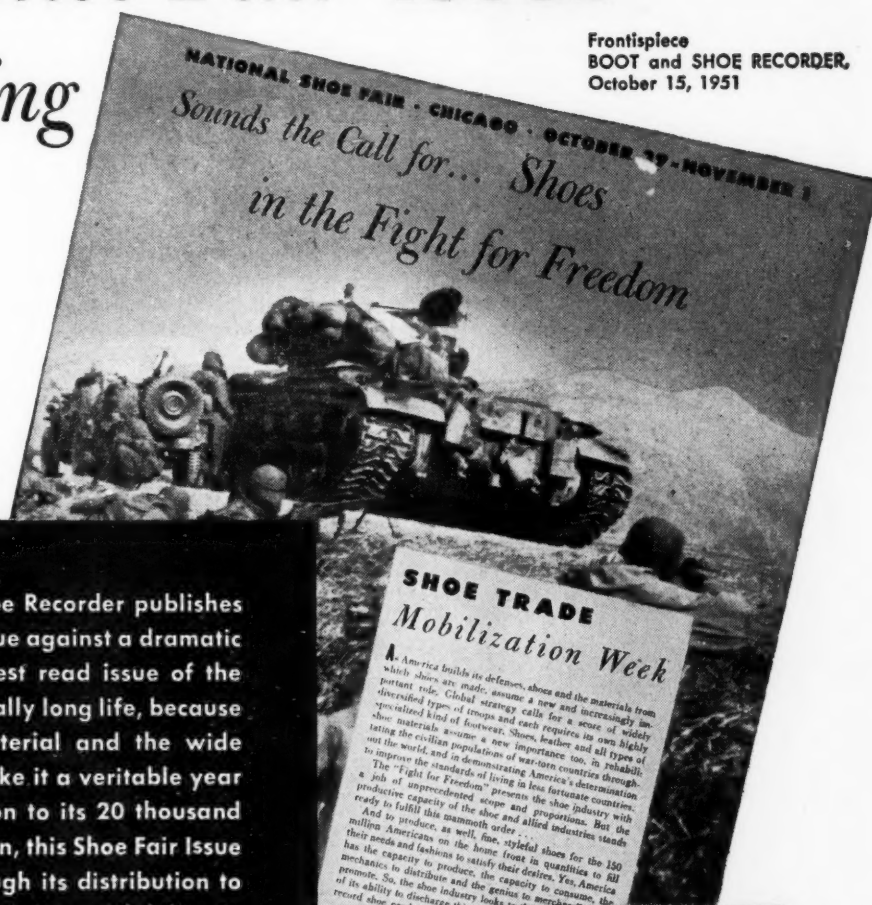
On Wednesday of the second week the trainee tries his skill at selling, with the branch manager playing the role of prospect. The procedure starts with the request for certain information from the prospect, regarding the amount and kind of mail he dispatches. This leads to the trainee's recital of the story of Metered Mail, his recommendation of a model and quoting costs on it. On Thursday the trainee accompanies the branch manager on some sales calls and listens to the solicitations. On their return to the

1952 *BUYING* **STARTS IN** *BOOT and SHOE* **RECORDER**

OCTOBER 15, *National Shoe Fair* **ISSUE**

featuring

Frontispiece
BOOT and SHOE RECORDER,
October 15, 1951



AGAIN this year, Boot and Shoe Recorder publishes its annual National Shoe Fair Issue against a dramatic theme. Eagerly awaited and best read issue of the year, it enjoys as well, an unusually long life, because the wealth of its editorial material and the wide scope of its advertising folio make it a veritable year 'round buying guide. In addition to its 20 thousand Net Paid ABC Audited Circulation, this Shoe Fair Issue delivers a plus circulation through its distribution to every exhibitor at the Fair and its availability to buyers attending this great event.

1952 buying starts with this October 15th issue of Boot and Shoe Recorder. Contact your Recorder representative for rates and reservations.

FINAL

Forms Close
TUESDAY
September 25

BOOT and SHOE **Recorder**

A CHILTON  PUBLICATION

100 EAST 42nd STREET, NEW YORK 17, N. Y.
BOSTON • PHILADELPHIA • CHICAGO • ST. LOUIS • LOS ANGELES

AUGUST 15, 1951

Kroger found that its St. Louis customers were buying 145 cases of Lydia Grey facial tissues per week compared to a normal purchase of 43 cases per week, 45 days after the tissues were first advertised on ... **THE HOUSEWIVES' PROTECTIVE LEAGUE** Most sales-effective participating program ... anywhere!



MORE BUYER ATTENTION?



DRESS your samples in attractive ACCURATE bags of flannel or other fabric . . . that's how to point up the beauty of your product . . . avoid the "handled look" that can kill a sale . . . help your salesmen with this extra glamour. And inexpensive. Just let us know the size of the item. WRITE TODAY. No obligation.

Accurate Flannel Bag Co.,
150 West 22nd Street Est. 1916
New York 11, N. Y. Chelsea 2-4880

Does your product make a good Christmas gift to customers and suppliers?
See page 115 of this issue.

office, the two prepare a list of small firms to be called upon the next day, Friday, and route them in sequence—a plan all PB men are expected to carry out as a matter of routine in covering their territory. On Friday the trainee conducts presentations on his own during visits to *bona fide* prospects, with the branch manager present, but only as an observer. This "training on the job" continues indefinitely, as long as the salesman needs and wants it.

PB's management believes that a salesman must never stop learning, that his usefulness to clients is in ratio to his knowledge of postal and office matters. Sales meetings, usually held once a week on Saturday or an evening, are mainly educational.

Films are used extensively. In addition to PB's own film, "The Mail That Means Business," these are also used: "Firing Line," the Dartnell series, the "Step-Up Sales Plan," and the new film based on Frank Bettger's "How I Raised Myself from Failure to Success in Selling," all with supplementary texts.

One booklet furnished to trainees for careful study is "Objection Overruled." It takes the position that an objection should be treated as a "request for more information" and covers 36 subjects ranging from "We perforate our stamps" to "Customers never see the envelopes." Here is a typical objection with the recommended answer: "We don't have enough mail to warrant a postage meter." Answer: "I'm not surprised to hear you say that, Mr. Prospect, because it reflects a widely held idea that if a firm uses Metered Mail they must be pretty big and important—in the 'Blue Book' of American business in order to be privileged to discontinue common stamps. Actually, we have desk models which even the tiniest firms can use with profit, and, at the same time, give their mails the prestige, dignity, and appearance that meter stamps give to mail of the largest concerns. If you will grant me a few moments I will show you how you can get these things—and a lot more—for you, your firm, and its mail."

At this writing, the sales department is putting the finishing touches on a home study course for salesmen.

3. Compensation

Earning rates have been established with a view to enabling a man to do pretty well from the time he joins PB's sales staff, and exceedingly well after he falls into his stride. A typical salesman might receive a salary of \$300 a month, based on his selling up to \$1,500 worth of merchandise;

if his total sales for the month come to \$5,000, he receives an average of 18% commission on the \$3,500 above his quota. Then there is an additional quarterly commission of 3% for all sales above \$3,000 up to \$6,000; and 5% on sales above \$6,000. A salesman whose monthly quota is \$1,500, or \$4,500 per quarter, would, accordingly, receive over \$3,100 in salary, commissions and bonus if his volume reached \$15,000, or \$10,500 above his quota for the quarter.

Bonuses are paid for sales necessitating travel of 25 or more miles—5% up to a distance of 100 miles, and twice the figure for a journey of more than 100 miles. Through this incentive, salesmen are encouraged to travel to the borders of their territories.

Salesmen enjoy the same special benefits accorded other employees, such as paid vacations, profit-sharing wage-and-salary dividends and participation in a non-contributory Retirement Income plan. There are also a group insurance plan and hospitalization and surgical benefits in which all salesmen participate.

4. Other Incentives

The greatest stimulus to selling effort is probably the Sales Leadership Club, membership in which entitles a salesman to attend the firm's annual national convention. Last year's was held in Plymouth, Mass., with 181 top producers present. This summer's will be at Montauk Point on Long Island. Conventions last three days, and are planned in detail to combine work and fun. Management is well represented, the president, Walter H. Wheeler, Jr., Vice-President Nordberg and other executives taking active part. A side attraction, also a potent incentive, is the entertainment of the wives of a group of the 10 top-producing branch managers, while their husbands attend the convention. Last year's group stayed at the Waldorf-Astoria in New York, saw "South Pacific," attended radio broadcasts, had drives into the Connecticut countryside, visited the UN, ate at the Stork Club and other top-notch restaurants, went to Billy Rose's Diamond Horseshoe. The news of such lush entertainment gets around, and its effect on branch manager husbands is just what you'd expect, a shot in the arm.

Sales contests are another form of incentive. In an average year there are usually two. Recent ones have been based on the Cappel MacDonald point system, with merchandise prizes. In the last there were 906 awards for 2,250,000 points.

5. Reorganization of Territory

Sales volume began to rise as soon

as territories were reorganized, shortly after the end of World War II. The number of offices was increased from 31 to 93, to provide for more logical and convenient coverage, to insure better than adequate incomes for salesmen. PB now has a force of about 500 salesmen and managers and 1,000 other field employees, chiefly service and clerical personnel. There are also 75 communities each with one salesman and one service man, places too small to justify the establishment of branch offices.

Each branch office is broken down into from 50 to several hundred small geographical units. Some cover no more than a square block in a business section. Others may extend throughout an entire county in a less thickly settled region. A salesman will have 5, 10, or more of these units as his territory. Calls, advertising leads, demonstrations, and sales are reported and identified by their unit numbers, and an accurate, visible record is kept of the activity in each unit. Thus the branch manager can tell at a glance the units that are producing and those that are neglected. Each unit carries its own quota, based on sales there during the past 30 years; this is conducive to equitable allocation of territory to each salesman.

6. Sales Control

Sales operations are controlled from the top. Operating under Vice-President Nordberg is a general sales manager who has on his staff three product sales managers directly responsible for sales of products under their jurisdiction. In the field are five regional managers covering the five major geographical areas in the U.S. Export sales are handled by still another manager.

At the home office advertising leads are "charged" against each branch office until properly reported upon. Daily sales records are checked against these leads and a quarterly report is given each branch office showing the "value" of each lead during the previous three months. The latest report shows that during January-March, 1951, each "lead" received produced an average of \$98.45 in business for the salesman receiving it. Leads not properly reported on are brought to the attention of the branch manager at regular intervals—since an early follow-up pays best dividends.

A digest card for each prospect is kept on file in the branch office. It records the names of the key contacts, and such vital information as is necessary to indicate the mailing situation, in volume and methods in use, in the

Want to reduce your inventories? **TWA's ALL-CARGO SERVICE** offers 4-engine "Sky Merchants" coast to coast every night!

Ship almost anything almost anywhere. Your best markets are only hours away. Call TWA today for rates, schedules, quick pick-up.

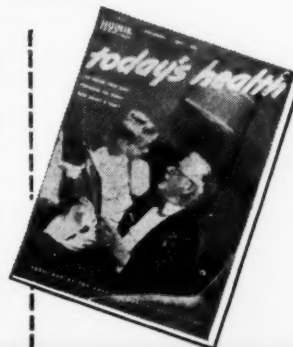
All TWA flights carry
— Air Mail and Air Cargo

*Except Saturday & Sunday
TWA
TRANS WORLD AIRLINES
U.S.A. • EUROPE • AFRICA • ASIA



THIS EMBLEM BUILDS CONFIDENCE

Association with and acceptance for advertising in publications of the AMERICAN MEDICAL ASSOCIATION, establishes the quality of product and integrity of claims made. This fact is attested to by more and more Advertisers who have proved TODAY'S HEALTH to be a successful advertising medium for their products. Facts on request.



today's health
A PUBLICATION OF AMERICAN MEDICAL ASSOCIATION
535 N. DEARBORN ST., CHICAGO 10, ILL.

WE WORK FOR and *GET* RETAIL TIE-INS

★AND—WE REPORT THE RESULTS BACK TO YOU!

Want to bolster your distribution, or introduce a new product? Give us an assignment and we'll not only put your product on the dealers shelves — we'll move it right into customers homes!

FORT SMITH ARKANSAS

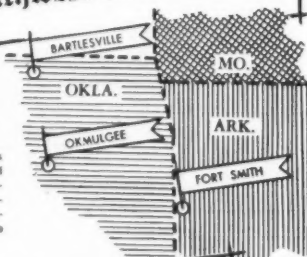
Fort Smith's Retail Trading Area—composed of 10 Western Arkansas counties and 4 East-Central Oklahoma counties, boasts nearly a HALF-MILLION people. Newspaper circulation from the outside is nil—our papers, published morning, evening and Sunday, work from the inside and penetrate the entire area.

35048 ABC

**Southwest American
FORT SMITH TIMES RECORD
Southwest Times Record**

SEPARATE SECONDARIES

Here are 3 markets that are influenced by the HOME-TOWN paper. Circulation from without has little or no effect.



BARTLESVILLE OKLAHOMA

The Bartlesville Trading Zone is composed of nearly 200,000 people. Effective family buying income is greatest of all Oklahoma secondary markets.

8809 ABC

**Bartlesville's
EXAMINER-ENTERPRISE**

OKMULGEE OKLAHOMA

The Okmulgee Trade Area is composed of over 250,000 people. Industry, oil and agriculture go to make up a market of folks who spend money.

7008 ABC

Okmulgee Daily Times

Owned & Operated by
SOUTHWESTERN PUBLISHING CO.

Don W. Reynolds, President

Represented Nationally by —
**ARKANSAS DAILIES
SOUTHWEST DAILIES**



**"We appreciate your visit . . .
We hope to see you often . . ."**

American Car and Foundry Co. Purchasing Department is welcoming all salesmen with a pocket-size booklet which details the names and titles of all ACF persons who have occasion to receive salesmen, and lists the products they handle.

"Here at ACF we realize that a salesman's time is important to him . . . and we also view his periodic visits to our purchasing offices as being both valuable and enlightening to us," says ACF management. "To those ends we endeavor to be courteous and receptive to visitors at all times."

The booklet was prepared by Henry Dersofi, manager of the Material Assembly Section of ACF's Purchasing Department. On the cover is space for the salesman's name: "Welcome to ACF Purchasing Department Mr."

Not only does the booklet list each person in each section who is responsible for purchasing certain products, it lists the name of his secretary.

"We feel," says ACF management, "that the booklet affords an excellent means to acquaint salesmen with more specific information concerning our people, to insure asking for the proper person, thus saving valuable time for all concerned."

"We have carefully watched for reactions and they are gratifying. We have received many letters of praise for our effort and many requests for additional copies."

ACF will periodically reissue the booklet to keep it up-to-date by reflecting ACF Purchasing Department changes as they occur.

prospect's office. Reports of sales calls are digested on this record. As a salesman locates a new prospect, a new digest card is made, with two carbon copies, one for the salesman's own personal file and the other for the home office, which adds the name to the mailing list.

At this time, nearly half the nation's mail is said to be postage-

metered. PB expects to raise the percentage by a good margin. When this comes to pass, a good share of the credit will be attributable to the company's manpower and control policies. PB sales are now five times the pre-war figure. The sales staff is larger, it's true, but the sales of the average salesman are about three times the figure for pre-war days.



Blindfold Tests for Ads

Is there a sales manager alive who hasn't been asked by his salesmen: "Our national advertising is fine—but what does it do for me in *my* territory?" Let your salesmen throw darts at you on that one.

The Furniture Division of the Mengel Co., Louisville, knows that it has excellent national advertising coverage and it had its salesmen dramatize that fact for themselves in a game of darts at a recent sales meeting.

Mengel set up a giant map on which were outlined Mengel sales territories. The company brass told the salesmen that Mengel advertising appears in each county in the United States. The salesmen were given darts to throw at the map, and then they were challenged to hit those counties in which they thought that Mengel coverage would be the

greatest.

As the salesmen's darts landed, a company executive called out the exact Mengel circulation in those counties. At the same time, with figures worked out by Mengel's advertising agency, Earle Ludgin & Co., Chicago, the percentage of families reached was announced. Results ranged from a low of 33% coverage to a high of 75%.

To eliminate skill and to prove that Mengel advertising coverage is heavy everywhere, the last contestant was blindfolded.

W. P. Harrison, sales manager, had let his salesmen prove his point about advertising coverage. At the conclusion of the contest, Mr. Harrison gave each salesman something he could use in his daily selling: a record of advertising coverage in each county in his territory.

Coming Soon

A group of six articles by Charles Bury on how to make every letter a sales letter. The subjects covered: How to write a friendly letter . . . How to shorten your letters . . . how to start and stop a letter . . . How to put personality into letters . . . How to use tactful wording in letters . . . How to say "No".

The first of these articles will appear in **SALES MANAGEMENT** for September 1.

The **COURIER-EXPRESS**
SELLS
WESTERN NEW YORK
Because **WESTERN N. Y.**
IS SOLD ON THE
COURIER-EXPRESS

ONE REASON is that it's a well balanced newspaper, making it an equal favorite with *both* men and women.

Complete Local, National and World News.

Women's News... with daily feature page of food, fashion, household hints and many other subjects.

Financial, Business and Labor News.

Outstanding Features including leading men and women writers of local prominence.

Latest Sports with Buffalo's first complete report of nearly all events.

Choice Comics... the pick of the syndicates.

THE PROOF is found in the fact that the largest newspaper circulation in the state, outside of New York City, is the **Sunday Courier-Express**...Leading merchants selling men, as well as those catering to women, find the morning **Courier-Express** the most economical and productive way to reach those families with the most money to spend.

*290,348 ABC Audit, 9/30/50

COLOR

for Greater Selling Power

Full color (two, three or four) available weekdays . . . black plus one color, Sundays.

BUFFALO COURIER EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:

SCOLARO, MEEKER & SCOTT

It Gets Results Because It
Gets Read Thoroughly



STALIN HATES BATON ROUGE

... because, with typical American virility, it has grown 257% since 1940

... it's the cradle of synthetic rubber

... its giant industry produces might for America in war and peace

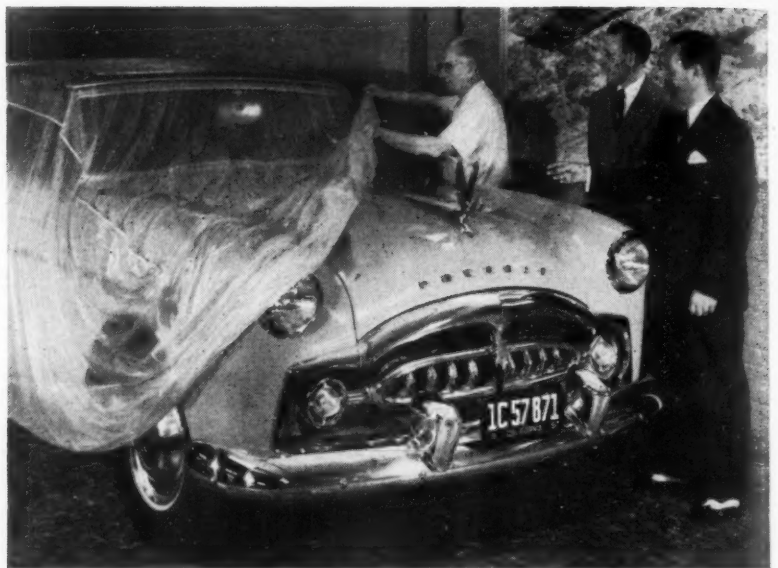
... it offers superb rail, river, highway and air transportation facilities

*that's what you
like about the South
and WJBO*

NBC's 5,000 watt affiliate in Baton Rouge, La.



AFFILIATED WITH THE STATE-TIMES AND MORNING ADVOCATE
FURTHER DATA FROM OUR NATIONAL REPRESENTATIVES
GEORGE P. HOLLINGBERRY CO.



Ready for owner to drive away from the factory.

"Wrap 'er Up!"

"Wrap that one up for me" is no longer a wisecrack at Packard Motor Car Co., Detroit. Packard literally is wrapping up automobiles for customers who come to the factory to take delivery.

Packard annually delivers an average of 3,000 or more cars to purchasers from all over the country, who combine a saving of transportation costs with a vacation trip to the motor capital by driving their new cars right from the factory. This is a notable occasion in the lives of the purchasers and Packard goes to great pains to make the impression as favorable as possible.

Cars destined for the Customer Drive-away Department are serviced, lubricated, washed, polished, and inspected to make sure that they gleam like a jewel. Then, to preserve the luster until the customer comes in and gasps his or her oh's and ah's, the cars are wrapped in transparent vinyl plastic material which is designed to cover the car completely, down to and including the wheels.

How Dead Is the 1948 Census of Business?

A "Stop-Look-Listen" sign should be pinned on the about to be released official final results of the 1948 Census of Business. This is necessary because of the radical change in the relative positions of "hard goods" versus "soft goods" in the past two years.

For a detailed analysis of 1948 sales versus 1950 see the September 1 issue of SALES MANAGEMENT.

Tell it to Kimberly-Clark

An idea exchange service for
advertisers and buyers of printing

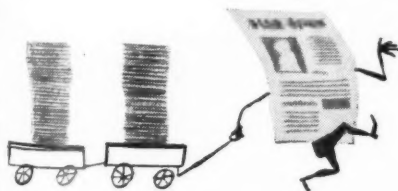
Upside-down booklet makes effective sales tool!

"How to make a dealer sales tool really usable," might be the title of this item. Our 28-page booklet, *The Inside Story of a Fine Swiss Watch*, was designed as an educational piece for jewelers to show prospective customers. But to assure a complete sales presentation, we wanted the jeweler to read the booklet to the customer. So copy and illustration for each right-hand page was prepared in the usual manner. The left page in each instance repeated the same material but was printed upside-down. This permitted the jeweler to stand behind the counter and read the entire story to the customer without twisting his head or turning the booklet. Jewelers have found this to be one of their most valuable merchandising pieces.

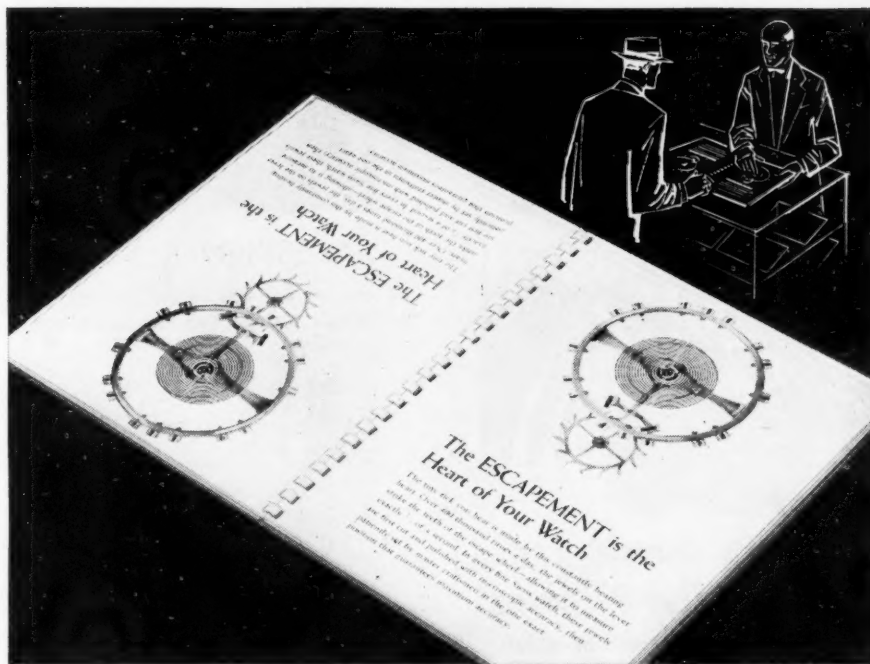
*The Watchmakers of Switzerland,
New York, N. Y.*

Ads pull double load— make low-cost booklet!

While planning a consumer buying guide for water heaters, a simple idea recently made our full-page consumer ads do double-duty—and saved us thousands of dollars in production costs. Each ad in



the campaign was chock-full of information on how to buy a water heater—what features to look for—how it should perform. We found they contained all of the information that would ordinarily be put into a consumer booklet. So the year's campaign of 6 ads were stapled together along with a front and back cover—then distributed to our dealers. It made the perfect buying guide for water heaters, and the cost of the proofs was our only major expense. If your ads

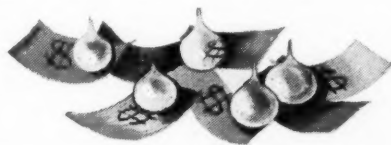


are informative, it might pay to consider using them this way.

*Albert Welge,
Rheem Mfg. Co., New York, N. Y.*

How plastic tears wrought mailing magic!

"Gadget" mailings, when carefully executed, have often proved to be highly effective. For example, our Clubs have been partially supported through donations received in response to letters sent out at Christmas. Unfortunately, the returns averaged only 3 to 4%. So in 1950, a plastic teardrop was attached to each letter, and the copy began, "If a



tear rolls down the page when you open this letter, don't be surprised, for we feel mighty low today . . . etc." This device brought 15 times as many checks as ever

before! A follow-up mailing to those who didn't respond, jumped the overall total of returns to a whopping 31%! Use a "gadget" wisely, and it will pay off!

*Vince Giesler, Director
Old Town-Chicago Boys' Clubs, Chicago, Ill.*

Do you have an item of interest? Tell it to Kimberly-Clark!

All items become the property of Kimberly-Clark. For each published item, a \$50 Defense Bond will be awarded to the sender. In case of duplicate contributions, only the first received will be eligible for an award. Address Idea Exchange Panel, Room 112, Kimberly-Clark Corporation, Neenah, Wisconsin.

* * *

As paper is still on allocation, please help prevent the shortage from spreading further. And remember—you add crisp freshness and sparkling new sales appeal to all printing jobs—at less cost, with less waste—when they're done on fully-coated Kimberly-Clark papers. Use them whenever possible.

Kimberly-Clark Corporation

NEENAH, WISCONSIN



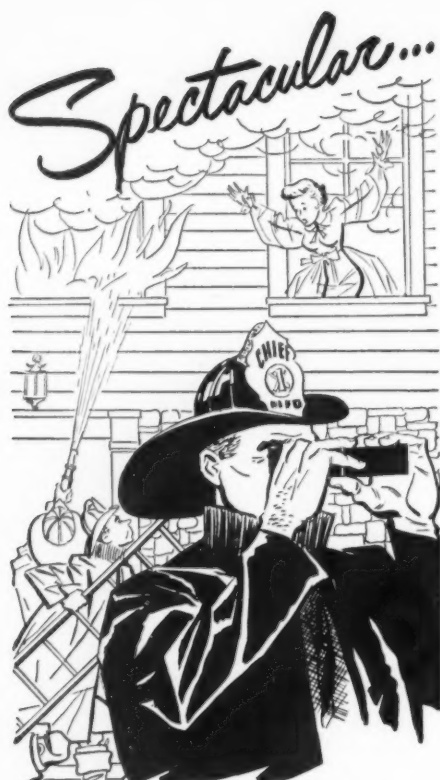
Quality Machine-Coated Printing Papers

Hifect* Enamel Lithofect* Offset Enamel Trufect* Multifect*

*T. M. REG. U. S. PAT. OFF.

AUGUST 15, 1951

83



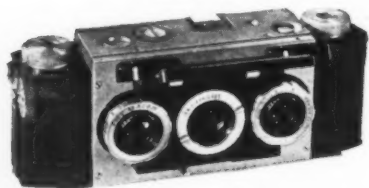
but you should see Stereo-Realist Pictures!

SALES MANAGERS! Service Managers! Field Service Engineers! Stereo-**REALIST** is absolutely the most useful photographic tool ever presented to American business. Photographs that actually show a person, a place or a product *exactly as is in real life* . . . in true 3rd dimension — in real-life color in life-size images! More amazing still, it does so on low-cost 35 mm film.

This is no idle sales talk. It's fact backed up by present day users—machine tool and automotive companies, research laboratories, tractor and farm implement manufacturers, real estate dealers, dress and candy manufacturers. Their products are being **SOLD** right now using this new, fascinating approach. It's ideal to get and keep a bored customer's attention. It's the most perfect service-training method short of working on a product itself.

For more information on this new low-cost business help, see your commercial photographer or write **DAVID WHITE Co.**, 385 W. Court Street, Milwaukee 12, Wisconsin.

Camera and Viewer \$182.25
(Tax Inc). Priced according
to Fair Trade Practices.



STEREO Realist

The Camera That Sees The Same As You

Stereo-**REALIST** Cameras, Projectors, Viewers and Accessories are products of the David White Co., Milwaukee



SALESMEN REPORT: Alaska field men talk their reports on sound tape, drop the three-inch diameter reel into an ordinary air mail envelope with no special wrapping, and it arrives in Seattle next morning. Customers' comments, too, can be recorded and sent along.



BOSS ACKNOWLEDGES: Clif Goodman, president, Continental Consumer Co-op, listens to his salesmen's reports (on a 3-minute tape they can give an 1,100-word account), tape records his answers, re-using reels. He spends three hours daily at this job.

Selling Via Sound Tape

If you're tired of cajoling your salesmen into writing detailed reports you might ask them to do what comes naturally: talk their reports into portable sound tape recorders.

Paper work has been completely eliminated for the five salesmen of Continental Consumer Co-Op Association, Seattle, Wash. They don't even write up orders. And most of the sales manager's paper work in contacting the salesmen has been eliminated.

Those are the incidental advantages

of a special program of personal contact devised by Clif Goodman, president and sales manager of the firm.

The company ships approximately 500,000 pounds of fresh produce and frozen foods each month to some 40 retailers in communities throughout Alaska.

In a business of this kind, market

SALES MANAGEMENT

conditions change constantly. Prices, quality, available quantities and other marketing factors fluctuate continuously. Success depends on quick analysis of trends and developments, and rapid relaying of detailed information to salesmen and retailers in Alaska.

Two obvious methods of accomplishing this would be by letter or by telephone. But letters, Mr. Goodman points out, often cannot convey all the details. A letter written carefully to convey most of the facts and the "feel" of a market situation or a sales problem, takes too much time to write. And even then it is not so rich in information as personal contact is.

Telephone is immediate, while air-mail takes 12 hours. But when Continental tried a constant exchange of long distance telephone calls it found them to be far too costly.

The best—the most thorough and most satisfying—communications system, Mr. Goodman maintains, is by voice. The cheapest system is by mail. So Continental Consumer has combined the best features of both systems: Tape recorders and 7½-minute reels of sound recording tape are used, and Alaskan customers, the salesmen and the Seattle office air mail them back and forth.

14c Does It

Air-mailing a reel of tape costs only six cents more than a regular letter, Mr. Goodman points out.

To streamline the system still more, the firm has eliminated special mailing cartons. A salesman now simply pops the three-inch plastic reel of tape into a regular No. 10 business envelope, puts 14 cents postage on it, and the next morning it arrives in Seattle.

Only on rare occasions is a reel damaged in transit. Even then the message is safe; the tape is re-wound on a spare reel and played back as usual.

The firm has six tape recorders, one in its Seattle office and one with each of its five salesmen in Alaska. All are Eicors, playing 3¾ inches of tape per second, with a dual track. The tape is the standard 150-foot reel of "Scotch" Brand sound recording tape—a reel three inches in diameter, a bit larger than the average typewriter spool. Mr. Goodman estimates that the equipment paid for itself during its first few months of use, in terms of reduced telephone charges.

Tape recordings are used by:

The salesman, to report details of orders, shipping requirements, and similar data; to comment on mar-

Which reaches more families

in **Houston?**

Here are the coverage facts

(Corporate Limits)

LIFE.....17%

COLLIER'S.....10%

POST.....8%

LOOK.....6%

parade.....39%

with the **Houston Post**

Plus a minimum of 20% coverage in 69 adjacent markets of 1,000 or more population

and the picture is similar in all Parade cities of origin

parade

The Sunday Picture Magazine
Providing a Minimum of 20% Coverage in nearly

2000 Markets

keting conditions he observed during the day; to ask questions, relay complaints; offer suggestions; to answer inquiries from Seattle.

The customer, to record complaints, to comment on changing sales volumes and current buying habits of shoppers; to report that a particular line is selling unusually well, or poorly, and why.

The salesman carries the tape recorder with him. During some calls, he has it with him in the store. He plugs it into regular 110-volt a.c. lines, and plays a message from the Seattle office: from Clif Goodman to his friend, the retailer. The personal

relationship is strong. Mr. Goodman goes to Alaska several times a year, and most of the retailers make two or three trips a year to Seattle; they know each other personally, and the recordings enhance the acquaintance.

During the same call, the salesman may pick up a comment from the customer on another reel of tape: a complaint, suggestion, question, or only a personal "hello" to Mr. Goodman.

During other calls, the salesman may leave the recorder in his car. In such cases, he jots down on a note pad the orders he receives and then records them on tape later in the day in his home or hotel room.

At a normal speaking rate of 150 words a minute, the salesman can work 50% faster than if he were dictating to most well qualified secretaries—and far, far faster than if he were to attempt a longhand or typewritten report of the order. And, since talking into the tape recorder is an easy, natural thing for a salesman, the home office receives substantially more information on sales conditions than it would if the salesman wrote out his observations.

At the other end — Seattle — Clif Goodman personally receives each morning all reels of tape. He listens to all of them and "talks" his reply on another reel of tape, if a reply is necessary. For the customer, the personal voice of a sales manager whom he knows is a far more satisfactory response to a complaint or suggestion than a letter.

Listening to incoming reels and re-

cording his own comments on outgoing reels occupies Mr. Goodman's time one to three hours each morning. "It's like making a trip to see customers around Alaska every day and still having most of the day to work in the office," he says.

When Mr. Goodman has listened to and answered all recordings, they are turned over to secretaries who transcribe the orders. On the basis of these tape-recorded orders, Continental ships monthly by air, 100,000 pounds of produce, and another 400,000 pounds by rail and steamship. The majority of the orders are shipped the day they are received.

If a reel of tape records a variety of subjects, involving several departments, it usually is handled one of two ways: The reel may be transcribed and the typewritten transcriptions forwarded to each department concerned; or, in a case of special importance or urgency, executives from the departments concerned may meet together to listen to the reel. Here again the personal touch comes into play, for the executives listen to the salesman's (or the customer's) reactions as well as his words.

Mr. Goodman has used the tape recording system more than two years, and keeps approximately 75 reels of tape in continuous circulation.

Among the major advantages Mr. Goodman sees for the system—in addition to the rapid relaying of complete details—are the personal touch tape recordings provide and the hours of time saved.

TUFIDE The Only Business Cases
GUARANTEED 5 YEARS!



Discovered! Professional and student cases that can take roughest abuse—yet show no sign of wear! Amazing TUFIDE is scratch-proof, scuff-proof, wet-proof, practically wear-proof. That's why only TUFIDE business cases are guaranteed 5 years!

TUFIDE OUTWEARS, OUTLASTS
LEATHER 5 TO 1!



TUFIDE looks like leather... feels like leather... yet OUTLASTS LEATHER 5 TO 1! Actual abrasion tests by independent testing company prove this fact... prove that TUFIDE is the most durable case you can own!

TUFIDE CUTS YOUR SALES
COSTS UP TO 50%!



You save money two ways with TUFIDE! You pay less for TUFIDE business cases... and you use TUFIDE cases longer than leather cases. That adds up to greatly reduced sales costs!

TUFIDE Tested and Proved by
LEADING INDUSTRIES!

Over 650,000 satisfied users prove TUFIDE is your best buy in professional and student cases!

Allis-Chalmers Co.
Acme Steel Corp.
General Motors
Victor Adding Machine
And many others

White Sewing Machine Co.
Visking Corp.
Telechron Co.
Real-Silk

MAIL NOW FOR FREE FACTS ON TUFIDE!

Steebo Products

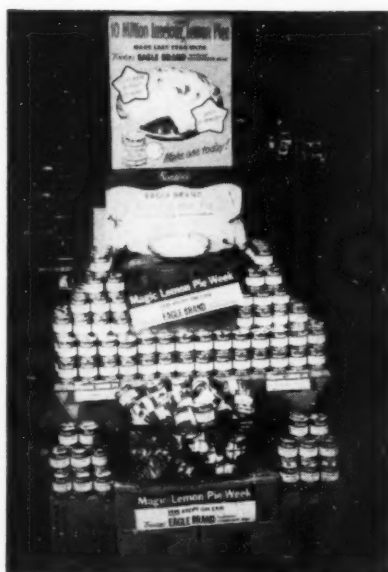
1401 W. Jackson Blvd., Dept. A-24 Chicago 7, Ill.
Send me FREE facts on TUFIDE Business Cases, without obligation.

Name.....

Address.....

City.....Zone.....State.....

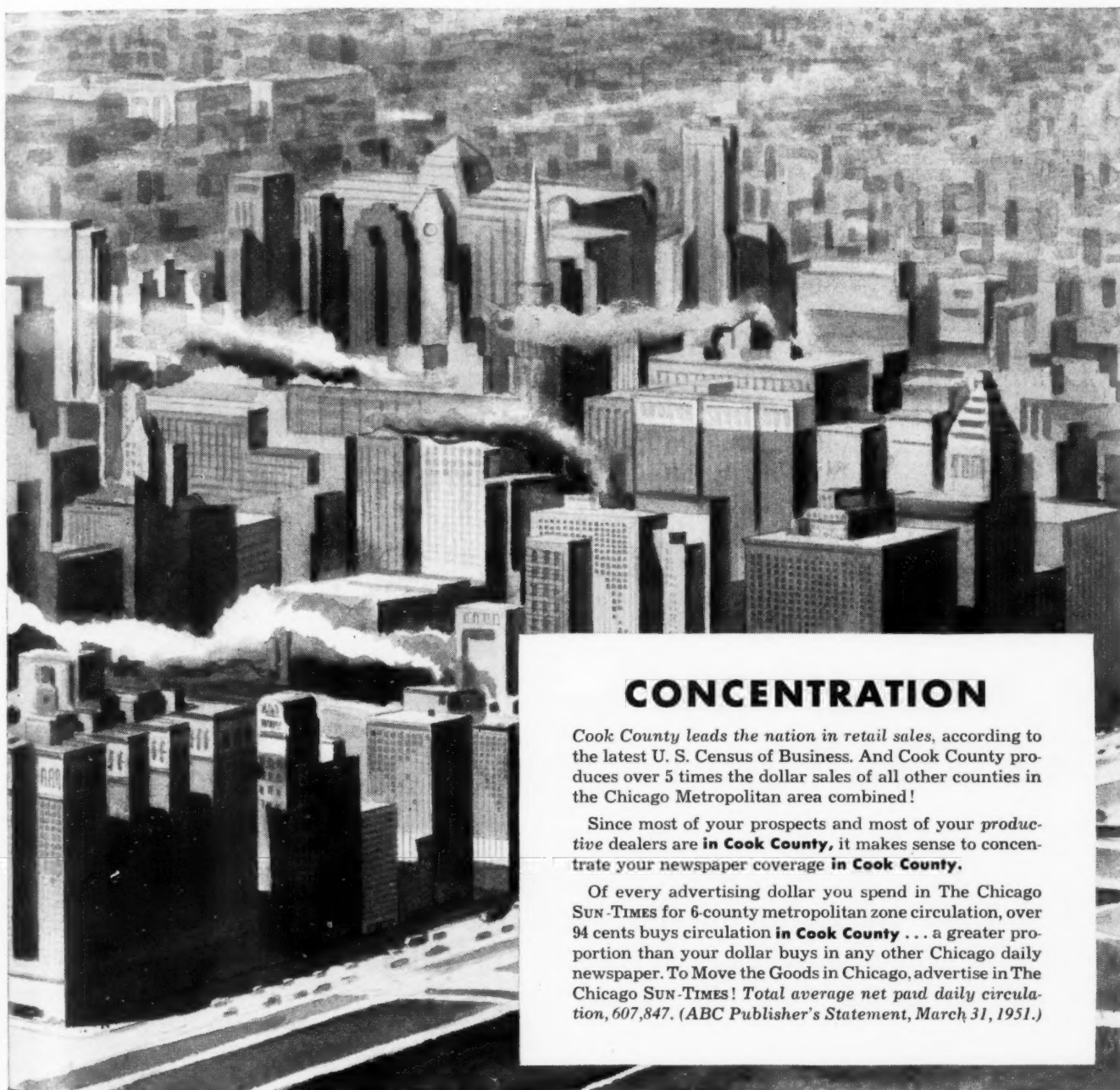
One Whiff and She Buys



This, take our word for it, is a "SCENTSATIONAL" display! What you see may be only a pasteboard-and-ink lemon pie, but it smells like the real thing. Further, preliminary tests indicate that this display can up sales of Borden's Eagle Brand sweetened condensed milk 30% to 50%.

Mrs. Housewife may not have the faintest idea of buying a can of milk—until she comes within smelling distance of this Borden display. A hidden vaporizer wafts the intriguing scent of fresh lemons.

What's behind The SUN-TIMES growth to No. 2 newspaper in Chicago?



CONCENTRATION

Cook County leads the nation in retail sales, according to the latest U. S. Census of Business. And Cook County produces over 5 times the dollar sales of all other counties in the Chicago Metropolitan area combined!

Since most of your prospects and most of your productive dealers are in Cook County, it makes sense to concentrate your newspaper coverage in Cook County.

Of every advertising dollar you spend in The Chicago SUN-TIMES for 6-county metropolitan zone circulation, over 94 cents buys circulation in Cook County . . . a greater proportion than your dollar buys in any other Chicago daily newspaper. To Move the Goods in Chicago, advertise in The Chicago SUN-TIMES! Total average net paid daily circulation, 607,847. (ABC Publisher's Statement, March 31, 1951.)

SUN-TIMES OUTGAINS ALL!

Percentage of gain, first six months of 1951 over the first six months of 1950, in daily total advertising:

SUN-TIMES	+5.4%
Tribune	+3.9%
Daily News	+3.8%
Herald-American	-2.2%



CONCENTRATED WHERE MOST OF THE BUYING IS DONE!

CHICAGO SUN-TIMES

211 W. Wacker Dr.
ANdover 3-4800
Chicago 6

250 Park Avenue
Plaza 3-1103
New York 17

Taper Shank

CATALOG 16 PAGE NOS. 114 and 115
CATALOG 161 PAGE NO. 30
Also See Supplement to CATALOG 16
PAGE NOS. 20 and 21

List Number	Net Price Each	List Number	Net Price Each
PT-1	\$ 4.02	PT-18	\$ 5.75
PT-2	4.02	PT-19	5.75
PT-3	4.02	PT-20	5.75
PT-4	4.02	PT-21	5.75
PT-5	4.02	PT-22	5.75
PT-6	4.02	PT-23	5.75
PT-7	4.60	PT-24	7.47
PT-8	4.60	PT-25	7.47
PT-9	4.60	PT-26	7.47
PT-10	4.60	PT-27	7.47
PT-11	4.60	PT-28	8.62
PT-12	4.60	PT-29	8.62
PT-13	4.60	PT-30	8.62
PT-14	5.75	PT-31	8.62
PT-15	5.75	PT-32	10.35
PT-16	5.75	PT-33	10.35
PT-17	5.75	PT-34	10.35

Distributors say: "Give us net price sheets." They're one of . . .

14 Practical Ways to Help Your Distributors—Now

Your factory may be bulging with contracts for direct delivery but how are your distributors faring? Here is a checklist of what a company can do for its outlets during this semi-war period. How is your own performance?

The relationship between a manufacturer and his industrial distributors should be very close to a partnership.

There are certain obligations which should be assumed by each party if the association is to be profitable and pleasant. But during a war and sometimes a semi-war economy, the manufacturer frequently is forced to fall down on his basic responsibility for furnishing sufficient quantities of a well-known, well-built product.

While it is true this dereliction on the part of the manufacturer may be involuntary, it does not make it any more palatable to the distributor. He can stay in business only as long as he has something to sell. Meanwhile, the manufacturer, his plant filled with mobilization or war orders, is running three shifts—and he has no sales problems.

Unless the manufacturer is careful, he may become so engrossed in his own production, priority and

labor problems that he neglects his old partner, the industrial distributor. Here are 14 ways a manufacturer can help his distributors now:

1. Keep distributors in business:

A manufacturer has a moral obligation to (1) produce as many as possible of the products which will best serve our mobilization; (2) do his best to keep his distributors in business.

Many manufacturers who sell through industrial distributors make supplies which must be steadily supplied for maintenance, repair and operation of *all* plants producing war equipment. Without an uninterrupted flow of these essential supplies, critical war plants cannot be maintained, cannot be repaired and cannot operate. But there may be sincere Government procurement officials who do not know this. Because of this misunderstanding they may attempt to force manufacturers to stop making files or valves and switch over to some direct war part or product that *seems* more necessary to procurement agents.

Informed experts believe that the manufacturer should strongly resist abandonment of his regular vital—but perhaps less dramatic—lines. There are times when he should go beyond mere resistance. He knows the importance of having his product promptly and economically supplied through distributors to keep our mobilization effort in high gear; therefore he should take the initiative and try to guide Government agencies in drafting regulations applying to his products—regulations that best serve the present national emergency.

2. Keep distributors informed — and back them up:

"Tighten up on your distributor servicing in terms of allocations, shipping schedules and delivery promises," is what distributor friends say manufacturers should do today. In fact, leading distributors in all parts of the country agree that the most important step a manufacturer can take for his distributors is to acknowledge their orders promptly and *give them the deliveries they plan to make.*

Distributors know that it is sometimes impossible for a producer to maintain schedules and they have no quarrel with him, but they do want to be informed at once of any new delivery date. Cooperation on the part

BY LOUIS H. BRENDL •
Merchandising Director,
James Thomas Chirurg Co.

SALES MANAGEMENT

of the manufacturer enables them to head off complaints from customers by keeping them informed. Some distributors believe that this continuous flow of accurate delivery information is important enough for the manufacturer to hire extra personnel to insure that it is done.

A manufacturer who is (1) fair in allocating the products he does make to all his distributors, (2) makes delivery promises and lives up to them, can come out of this emergency with more distributor regard than he had previously. In many cases it is not enough to exercise a policy of absolute fairness. It may also be necessary to make it plain to distributors that they are getting their fair share of whatever supplies are available.

Through Back Door

Here's how a Boston distributor was recently undermined by two of his own manufacturers: He had passed on to one of his large customers the delivery dates for products made by these principals. The customer's purchasing agent, by telephoning to the sales managers of these two manufacturers, was able to wangle better delivery dates than those furnished by the local distributor. The purchasing agent then sneeringly informed the distributor that he himself could get better deliveries than the distributor could—a not uncommon example of how sales managers weaken their distributors' position with local customers by impulsively giving in under pressure from a big, nationally-known purchaser.

Alert sales managers know that as conditions tighten up, large companies will send out procurement specialists or expeditors who will apply pressure to both distributors and manufacturers. But these sales executives will support their distributors by referring the high pressure artists right back to their local distributors for delivery information, *making this information mean something by living up to it*. Besides being fair, this system is better for our mobilization effort because the local distributor can allot whatever products he gets to the plants that critically need them, rather than to the big ones yelling the loudest. Companies with a fair distributor policy realize that their distributors must carry a heavy additional load because of shortages of materials and manpower. Their district managers work closely with distributors and no amount of pressure on the home office by powerful procurement men will induce

them to weaken a distributor's reputation with his local buyers.

3. Help distributors to suggest substitutes: Some realistic companies, knowing that their customers would have to use some substitutes, help their distributors build good will by giving them frank advice on which substitutes to recommend. The Plymouth Cordage Co. won distributor gratitude in this way. A few manufacturers help their distributors obtain other lines to sell, but this is not nearly so common in the industrial field as it is in the field of consumer products. The reason for this is that during the last war, although some consumer lines dried up entirely, industrial lines became less plentiful but, for the most part, never disappeared.

As an offshoot of this technique, one New England company uses its distributor house publication as a clearing house for obsolete stocks (all kinds) which its distributors want to move. This creates good will because many times merchandise which is dead stock in one section of the country might be in demand in another.

4. Help distributors in interpreting government directives: A manufacturer who sells through industrial distributors (unless he makes accessory items) usually has as many as 250 or 300 distributor accounts. He generally has a competent staff of correspondents, application engineers, quotation clerks, government and export experts and, not infrequently, legal talent. A distributor on the other hand deals with several times as many accounts multiplied by individuals involved on each account. Generally he has far less manpower. As a result, the distributor is pleased to get intelligent and easy-to-understand interpretations of DO regulations—and the coming controlled materials plan rules.

A word of warning is in order here. Today distributors' files are bulging with each manufacturer's individual interpretation of priority orders and regulations. A competent manufacturer's executive should analyze each interpretation before permitting it to be sent to distributors. It is not a job for an overworked clerk. To mislead a distributor is worse than to neglect to help him. He will be grateful if he can depend on a manufacturer's interpretation.

5. Help distributors get defense orders: At first this advice may suggest a reversal of field. That is not necessarily the case. Even though the major implication of semi-war econ-

omy is shortage of supplies, distributors' stocks are still for the most part in comfortable supply. Only certain items are "tight" so far; consequently, certain helpful manufacturers are telling distributors how to get their share of military business—either direct from the Government or by selling to prime contractors. One example is the Blackhawk Manufacturing Co., Milwaukee. Blackhawk issues a bulletin which tells its salesmen how to help distributors obtain military business. A manufacturer might even consider giving each distributor the names of manufacturers who receive substantial defense orders. This information may be obtained from the Department of Commerce.

6. Don't neglect your distributors: The most common mistake a manufacturer can make is to neglect his distributors. He usually can justify this because of his complete occupation with interpretation of difficult governmental directives, materials, labor and supervision shortages, conversion to military specifications and, of course, his own patriotic devotion. If a manufacturer normally writes to his distributors once a month or once a week and his salesmen call on distributors periodically—then the manufacturer should continue to contact his distributors at approximately the same frequency.

Resents Wisecracks

Impress upon your sales organization and your correspondents who write to distributors that in war time the distributor's problems are real. He is in business to sell but is short of merchandise. To him this is serious. He resents wisecracks. A flip attitude may lose his friendship. Salesmen never should pass the buck back to the company. To the distributor, the manufacturer's salesmen *is* the company and distributors like this approach. Encourage your salesmen to give distributors a frank explanation of the situation. Train them to be good listeners and let the distributor tell his troubles to them.

One good example of how distributors should be taken care of is in what the New England Company is doing. It has formed a Hobby Club complete with an illustrated roster of names, addresses and hobbies of distributors' salesmen. A "get acquainted" booklet shows photographs of home office correspondents, accompanied by thumbnail biographies. The booklet was sent to all distributor salesmen. The company also continues

its regular house publication, edited specifically for distributors. All these steps have been taken to maintain the good will of distributors and their salesmen during the period when the shortage of this company's products was sure to cause irritation.

Smart manufacturers are now sending out their top brass to call on distributors and show their interest in the plight of the company's distributors. This personal interest will be all the more appreciated and effective if competition is forgetting its distributors.

7. Plan for the future: Although most of the suggestions in this article might be considered plans for the future, one electrical company held its first distributor sales convention in 50 years to discuss this subject. Three days were spent in formulating plans for readjustment of both the company and the distributors after the present "incident" is over. The distributors appreciated being invited in on the problem and made many worth-while suggestions.

8. Provide net price sheets, if

practical: A few months ago 95% of the 388 members of Southern and National Supply & Machinery Distributors' Association voted: "Where practical, manufacturers should supply distributors with price sheets giving the distributors' *net cost* prices and the suggested resale prices figured net at the stated discount from the list in both cases." The Industrial Supply Corp. comments on the way the National Twist Drill and Tool Co. handled this job: "They could not have done anything that would have been more helpful and it was very timely during these times when we are extremely busy." (Incidentally, to further aid short-handed distributors, all drills habitually listed in the company's catalog by the dozen are now priced at *each net*).

9. Simplify lines: During World War II important progress was made in simplifying lines. For example, some hardware manufacturers eliminated thousands of items from their lines. All manufacturers followed the trend and distributors profited by having fewer items to stock.

10. Improve your own sales personnel: Last summer a Connecticut manufacturer had an outside research organization conduct a blind survey of its distributors. This company was happy to learn that its distributors heartily approved of its sales policy, its catalogs and bulletins, its printed sales aids, slidefilms and distributors' schools. However, it was surprised and chagrined to learn that the distributors rated "the personal sales work" of its field salesmen at 48%. The survey disclosed a "61% rating on distributor education." This rating was probably higher than the first one because the salesmen use sound films and other headquarters-prepared aids to bolster up their own efforts. As a result of this survey, the company has built its entire program this year around the improvement of its own personnel. This is a reversal of policy. During the past three years the company has done an outstanding job in educating its distributors and in cooperating with them. During the present mobilization period it is "wising up" its own salesmen. The executives know that in this way they can best help their distributors now and later on.

Time after time during the past year I have had distributors complain to me about poorly-trained manufacturers' salesmen. Here's what a distributor friend told me recently: "Many of our manufacturers need better trained personnel. Too many of

SAN DIEGO

is BIG



AIRCRAFT PRODUCTION

WEEKLY PAYROLL

\$1,879,905

SAN DIEGO SERVED BY THE

THE MOST
IMPORTANT CORNER
IN THE U.S.A.

San Diego Union
and
EVENING TRIBUNE

REPRESENTED NATIONALLY BY
THE WEST-HOLLIDAY CO., INC.

them are not competent to help the distributor gain full knowledge of his products." Some companies are placing public speaking high on their list of "musts" when hiring new salesmen. Without this talent they cannot hold worth-while distributor sales meetings. I attended one recently, as the guest of a manufacturer. It was so horrible I was embarrassed for him. But regardless of whether a salesman is a William Jennings Bryan or not, he still can be taught more about his product and its applications. Many sales managers are utilizing the present time to strengthen their sales organizations.

11. Prepare a printed policy for distributors: This is an excellent time for a manufacturer to prepare a printed distributor policy. The trend in the trade is toward this. Distributors like it because it tends to clarify their relationship with manufacturers. The very process of having to put their policies in print helps most manufacturers to crystallize the hazy portions.

12. Do things there was never time to do: The present period, when no effort is required to generate orders, is being utilized by a number of sales managers to do the things they've wanted to do but never had the time to do. For example, one company is designing a display rack for distributors. However, it will not be built until later because the company can't even spare the samples to stock it today.

The Ward Leonard Electric Co. is protecting its distributors' future with a long-range project. It provides distributors' customers and prospects and graduating classes of engineering schools with a three-dollar Power Resistor Handbook.

13. Slant advertising to help distributors: More and more companies are making use of both space advertising and sales promotion to explain shortages and the need for patience to users of their products. This takes some of the load off their distributors. An example is the Bassick Co., one of the largest caster manufacturers. Bassick uses business paper advertisements to encourage distributors to display its products as insurance of future business when they will again be plentiful. This company's regular advertising campaign to industrial consumers has been switched this year to a Caster Quiz type which is educational without directly soliciting business.

"One of the most remarkable phenomena of present-day selling is the negative attitude of some salespeople. They call on a prospective customer believing that he is not going to buy. When customers come into their store, they half expect them to look around and walk out. It is amazing!"

The Human Side of Selling
By Robert E. Moore

14. Educate and train distributor salesmen: Some manufacturers are reluctant to continue or to inaugurate programs for training distributor salesmen for fear the distributors will resent it at a time when they can sell more than they can get without any training. This may be true in a few cases, but all thoughtful distributors and manufacturers know that there are days ahead when orders will again be hard to get. They also know that the trained man can beat the untrained one at selling merchandise when the sellers' market is over.

This may be an excellent time for manufacturers' associations or groups of manufacturers to publish elementary educational bulletins on the nature, application and use of the products of their industries. They can be used in training salesmen, telephone men, counter men, and others. This was recently recommended by national distributor organizations.

Mobilization provides an excuse for some companies to slow down or stop distributor meetings and other educational activities. Alert companies will seize this opportunity because there is less competition for the distributor salesman's time and interest. World War II with all its dislocations, wound up with between half and two-thirds of the industrial distributors' salesmen still on their jobs. Therefore manufacturers may be assured that a large percentage of the men they train during the present emergency will still be profiting from it when this situation is over.

"When You're Tempted to Cut Out Distributors . . . or to Market Through Them" will be published in the September 1 issue of SALES MANAGEMENT.

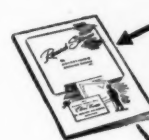
KEEP ABREAST THE TIMES ON...



● With ACB Newspaper Research Services you need never miss a daily newspaper advertisement you ought to see, no matter where or when it may run—in any of the 1,750 U. S. dailies!

The national and local advertising columns of daily newspapers are the great proving grounds for new ideas in products, merchandising plans, and new sales approaches. Use ACB services to keep abreast the times on new and old competition . . . new products . . . new copy themes, new uses.

Executives are invited to send for our catalog which outlines 12 ACB Newspaper Research Services. You will be agreeably surprised at the modest cost for which a service, built to your own special needs, can be furnished.



Send for Catalog
Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

79 Madison Ave., NEW YORK (16)
538 S. Clark St., CHICAGO (5)
161 Jefferson Ave., MEMPHIS (3)
16 First Street, SAN FRANCISCO (5)





Families of salesmen assigned to new territories wonder . . .

What Firms Do When They Transfer Their Men

How far should a company go in assuming the expenses involved in moving a salesman's family? To what extent should the man's company become involved in his housing problem at the new location? A report on today's policies.

You decide to open a branch office in Houston, Tex. Or your Boston manager is about to retire. You run over your list of younger men up for promotion. Finally you decide that you should shift a man in your Chicago office to Houston.

Whether you make that kind of a decision once a month or once in five years, you know that you're not only moving a man, but you're uprooting a family and transferring them to a new location. In sales work, a transfer usually means an advancement for the man. You want him and his family to be happy and successful in the new community.

Soon your about-to-be-transferred man realizes that he's faced with two major problems: Who will pay the moving bill? How can he buy a house?

How involved should a company get in these personal problems? SALES MANAGEMENT has gone to

representative subscribers to find out what they are now doing.

There's no question about who picks up the tab for moving: the company. There's no tendency to quibble about what a company will or will not pay for in the way of moving costs.

Housing is a different matter.

Companies understandably shy away from becoming involved in home real estate problems. Our poll shows no uniform policy. Some firms believe they should not get into the housing problem at all. Others will use company prestige to enable employees to secure bank loans, and a few indicate they might be willing to make direct loans to selected men.

Veterans who have purchased homes on 4%, 25-30 year loans under the GI Bill of Rights can, under certain circumstances, use these same rights to buy a second house. Information on how to re-establish

these rights can be obtained at a regional office of the Veterans Administration. In general, the applicant must show proof that he is being transferred at the request of his company. Many ex-servicemen apparently are unaware of this recent change in the GI Bill of Rights law. Often overlooked, too, in the flurry of getting established, is the fact that a house can be purchased privately (The man's firm, for example, might advance the money.) and then a mortgage under the GI Bill can be worked out. However, if a GI mortgage is to be obtained, the application must be made within 60 days of the original purchase and the purchase price must not exceed the GI appraisal.

Here, in capsule form, are current policies of large, medium and small concerns in these industries:

Food Packing: One of our men had a horse he was fond of. We moved the horse. We did draw the line, in another case, when a man wanted us to pay for moving his 43-foot yacht.

Recently we transferred a man to Wichita, Kan., a critical housing area. We carried him three months and he still had not found anything suitable. We are giving him further aid and consideration in view of the problem. . . .

In another housing case, a man was able to rent a house, then it was sold over his head and he had to get out. We loaned him \$3,000 on the purchase of a \$15,000 home (taking a second mortgage), with the man agreeing to pay it back at \$50 a month. Of course, these are old, steady and trusted employees.

Paper: Pay transportation for the employee and all dependents. If move is by auto, full mileage is paid and living costs en route, and packing, transportation and transfer to new home of all household goods, plus insurance up to \$5,000.

Rental expenses and subsistence are paid for a reasonable length of time (usually up to 60 days) while the employee is looking for suitable permanent quarters to live in.

On housing: We transferred a man to another territory. We gave the man and his wife three weeks (at company expense), the man to "become acquainted" with new territory and personnel, the wife to home-hunt and decide if the territory would be acceptable as a permanent location.

Steel: Company pays all expenses.

On housing: No organizational policy on financing deals to help with home-owning.

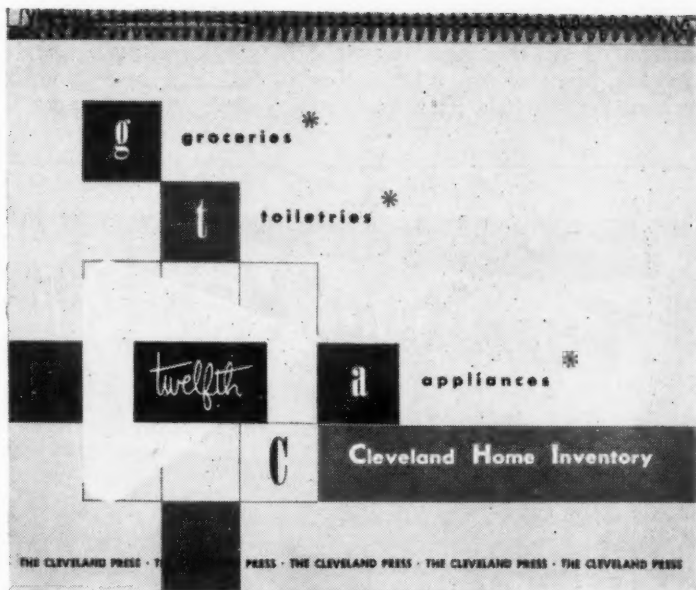
During the year 1950

in Cleveland

the PRESS

was used by 95 out of every 100 daily general grocery advertisers

General grocery advertisers can know this market thoroughly. Our current, factual studies scientifically report on consumer preferences with respect to brand and outlet—
who your customers are, what they buy, when they buy, where and how much they buy.



AND every advertising retail grocer used the Press

Cleveland is the nation's most compact big market and one of the richest. Here is an "open-door" market for product introduction, with Press research facilities providing an accurate measurement of results. Both retail and general grocery advertisers readily recognize the profit advantages in the low cost use of one daily newspaper, insuring exceptional coverage.



These research studies published by The Cleveland Press are FREE. Write for them.



The Cleveland Press

AUGUST 15, 1951

Flooring: We call in two or three good moving van companies and get comparative estimates, paying all charges on a man's legitimate possessions. For example: We moved a man to South America. He had 150 rare tropical fish which he wanted to take along. We paid for their transportation along with his other personal effects.

Telephone Equipment: The uniform policy of this firm over the years has been to pay full moving expenses, getting bids from qualified

movers for packing and transportation of all a man's household and personal effects. Company will pay, if need be, to place goods in storage in home city while man is getting settled in new place, then pay for transportation of the goods to the home he chooses. The policy calls for a maximum of 30 days to get settled, during which time full living expenses are paid. If a difficult housing area, extend over a 30 days period.

On housing: A move that justifies taking a man from his established home must offer the inducements of

a promotion and higher rewards or opportunities that would more than offset inconveniences or losses.

Dairy Products: Living and rental expenses paid by company during transition period, up to 30 days as a rule. Anything else is not policy, but negotiable. Generally, company does not involve itself financially in home-buying.

Candy: If we transfer a salesman or other representative from one city to another we pay all legitimate moving expenses, even such expenses as packing dishes or other fragile things.

If a man voluntarily seeks a transfer, however, we do not as a rule pay his moving expenses.

The question of helping a man to finance a house if he is transferred to another city has not arisen yet. We would have to be guided by the value of the man to us and other circumstances.

Lithographer: When we transfer a man we pay all expenses, including those for his entire family. We would also pay attendant expenses—for instance, hotel costs for a few days for a man and his family in case his house was not immediately available.

We do not help to finance houses.

If a man asks to be transferred on his own initiative, we do not pay his moving expenses.

Razor Blades: Company pays all expenses of moving a man from one city to another, including those of his family and even for a pet or some special possession he values highly. Expenses would include the details of packing.

Company also would help a man to finance a house in a new city and do everything possible to help him get a house.

If a man requests a transfer himself, the amount of moving expense he would be allowed would depend on the total cost, his length of service to the concern, etc.

Rubber: When we transfer a man we try to be very liberal on moving expenses. If a man were transferred, for instance, from Boston to the Middle West we would expect his expenses to run between \$1,800 and \$2,000 for him and his family.

On housing: We would not as a rule actually finance it, but we would help him to get good references for the bank on mortgages. We would also pay the expense of sending his wife ahead to look over any house the man might be considering. We realize that the wife must be satisfied or its

North American gets Displays There FAST, in Perfect Condition!

Carrying heirloom furniture and fragile china across the continent without a scratch or chip is routine for North American Van Lines. Your trade-show exhibits deserve equal care!

It actually costs less to use NAVL padded van service. No crating—no storing of crates — no excess weight. Big saving on labor, too.

No wonder many leading exhibitors send ALL displays via North American! Ship this modern way for extra speed and dependability.

Personnel, Office Moving Too

Call your North American agent to move transferred personnel, office or plant equipment. Get finer service at no extra cost. Better move always, the North American way.



NEW! "SURVEY SERVICE"

On your next move, get advance analysis by a skilled North American representative to insure best results. No cost or obligation. See phone book for local agent or write for FREE booklet.



Address: North American Van Lines, Inc.
Dept. SM 8, Fort Wayne, Indiana

"no go" in the end on the house.

Fabrics: We pay all moving expenses when a man is transferred.

If a man ran into difficulties financing a house in the new city, as is likely to happen under present conditions, there is no question but that he would be helped along with a loan. It wouldn't be advisable to handicap him financially as a result of his transfer because he wouldn't be able to do his best work.

In the case of a man who asked to be transferred to another city because of his wife's health, the matter would go to the board of directors. They are usually sympathetic regarding a man's problems and would be inclined to help him.

Paint: When a man is transferred all his moving expenses are paid. If he asks to be transferred and the reasons are sound, the company would likely pay for the moving.

The matter of housing in the new city is up to the man himself. Before he is permanently moved he tries out the new territory. He can be looking for a home during that time.

Chemical: All efforts are made to try to help a man find a home through the company's local offices, but the prevailing feeling is that because his transfer generally represents an advancement he should be spurred sufficiently to finance the home himself.

Carbon paper: When a man is to be transferred, a moving van hired by the company goes to his door and all his belongings are carefully packed and taken to the new city, to be delivered at his new home, or, in case of a hitch, to a warehouse.

Two ex-GI's who were transferred some time ago both were advanced money on open notes to help them with their homes. One already has paid it up and the other is doing well.

Electric products: The company not only would help in every possible way to locate a house but would aid in financing it if the man needed such assistance.

Radio-TV: Pay all ordinary moving expenses for everything down to the family cat. Company allows non-executives, two weeks at hotel or similar place for settling period; for executives, up to one month is granted.

On Housing: This is up to the employee. The company wants its policy to be loose enough so that each case stands on its own. The worth of the man to the company is the prime factor.

Industrial equipment: When we find it necessary to transfer an employee from one city to another we pay all ordinary expenses—every cost that he would have to pay.

Heavy industrial equipment: When we have to transfer a man we call in several van lines and ask for an estimate on packing, transport, unpacking and everything. We pay 100% all transport costs for the man and family.

If the man needs a loan, to re-

establish himself in a new home, beyond the matters we have discussed, we might go to the bank with him. We'd probably say to the bank: "We have confidence in this man but will not sign his note!" If the man, on arriving at the new city, has to go to a hotel, we would take care of his bill up to, say, the end of the first month.

Power tools: We pay all expenses. This may even include two or three weeks at a hotel.



High Readership is the Best Feature of WORCESTER'S "FEATURE PARADE"

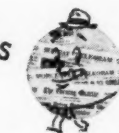
"Feature Parade", Worcester's 24 page Sunday Magazine, is avidly read by over 100,000 families in THE Central New England Market. Fifty-two Sundays a year, youngsters from 8 to 80 closely follow the parade of local stories, articles and special features with drawings and photographs of familiar scenes and faces. "Feature Parade"'s recounting, for instance, of a collection of cylindrical phonograph records aroused interest to the tune of thousands of letters from all over New England, New York and New Jersey.

1. high buying power



WORCESTER'S WONDROUS TWINS

Harness this tremendous readership and interest for your product in the populous, prosperous, Central New England Market, through advertisements in the pages of the Sunday Telegram Feature Parade.



2. intensive newspaper coverage

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS
GEORGE F. BOOTH Publisher—
MOLONEY, REGAN, & SCHMITT, INC., NATIONAL REPRESENTATIVES
OWNERS OF RADIO STATION WTAG and WTAG-FM



HALF-PINT DISPLAY. Purposefully compact, this counter unit became the key merchandising tool in a simple campaign that found thousands of new buyers.

Does It Pay to Promote A Little Specialty Item?

Hear the tale of the snake-bite kit, product of Cutter Laboratories. It made a decent showing for itself without any fanfare, but when it was given a shove with a counter display and some direct mail, sales took a kangaroo leap.

People have many and strange impulses but rarely do they go up to a retail salesperson and ask to see a snake-bite kit.

On the other hand, Cutter Laboratories* has produced quite a remarkable snake-bite kit which carries everything necessary for saving your life if you happen to come into collision with a rattler . . . and it occupies no more space than a pocket knife and is hardly as heavy.

Although this emergency first aid treatment for snake bite and bee and yellow jacket stings has half a dozen

other strong sales points, Cutter manufactured and sold it for 15 years and, up to a few years ago, never promoted it. The product was put in drug and sporting goods stores and left there, with the assumption that people going back to nature for a while would know what they might be up against and make more provision than Adam did in the Garden of Eden.

Up to a point Cutter's confidence in human common sense and forethought was justified, for the Cutter Compak suction snake-bite kit sold quite well and consistently. Professional herpetologists throughout the

country bought and recommended it. But Robert K. Cutter, M.D., president of Cutter Laboratories and a sportsman, who designed the kit, had plenty of evidence during his own excursions into the wilds that the majority of men and women went blithely off on camping trips and took their children with them without preparing for an all-too-likely reptilian encounter.

It evidently occurred to few people to ask their doctors, pharmacists or sporting goods outfitters what would be best to have along in such an eventuality. Many of those who did think that far ahead took with them bulky equipment which was usually left in camp; or one member of a party would tote it around while others who went in different directions were unprotected.

Cutter Laboratories Sales Department began to realize:

1. Snake-bite kits are impulse items.
2. Dealer and consumer education in first aid for snake bite and noxious insect stings was sadly needed.
3. The Cutter Compak was a natural for promotion in sporting goods stores, as a companion item with sportsmen's and campers' goods and outfits.

Experiment in Merchandising

Before entering on any ambitious program, one question was asked. There was a steady if limited demand for the item without promotion. Could sales be increased in proportion to the cost if a merchandising program were launched to warrant putting behind the kit sustained sales and advertising effort? Cutter decided to experiment.

The snake-bite kit never had been displayed. The little kits, 12 to a carton, had been sent out in an ordinary shipping container. Then, four years ago, Cutter made the test that revealed how many sales were lost through neglect of promotion.

A counter display carton was designed. (See photo above) Like the old shipping container, it holds 12 kits. Each kit, three inches long ("no larger than a pocket knife"), consists of three soft rubber suction cups. These cups—designed to use the approved principle of suction in first aid treatment of snake bite—form the container which holds the other essential articles: a smaller cup, a vial of antiseptic, a sharp and tiny scalpel-type knife blade for making incisions, and a lymph constrictor to dam the venom in the region of the bite and prevent its general circulation.

*Berkeley, Calif.

IBM Cards used for this survey
are available to YOU



01 001		RETAIL SALES										WHOLESALE (CITIES ONLY)	BUYING INCOME				FARM INCOME (COUNTIES ONLY)	SALES ADVTG. CTLS								
CARD NO.	STATE	COUNTY	CITY	HOME FURN.		AUTO		DRUGS												NET DOLLARS	% OF U.S.A.	PER CAPITA	PER FAMILY		% OF U.S.A. POTENTIAL	QUAL. OF MKT INDEX
01 001	00	00	00	000000		000000		000000		00000000										00000000	00000000	00000000	00000000	00000000	00000000	00000000
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80																										

01 001		AUTAUGA										POPULATION			RETAIL SALES							
CARD NO.	STATE	COUNTY	CITY	COUNTY CITY										TOTAL	% OF U.S.A.	FAMILIES	TOTAL	% OF U.S.A.	FOOD	GEN'L. MDSE.		
01 001	00	00	00	00																		

Use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the SALES MANAGEMENT Survey of Buying Power to your own market areas. Through MARKET STATISTICS, INC., the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

It is only necessary to determine what factors (or combination of factors) published in the Survey would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details. For further information on how to use the Survey of Buying Power on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC., 432 Fourth Avenue, New York 16, N. Y. (Telephone Mu. 4-3559)

MARKET STATISTICS, INC.

RESEARCH CONSULTANTS TO SALES MANAGEMENT
432 Fourth Ave., New York 16, N. Y. Mu-4-3559

Six and six, the kits are arranged on each side of a cardboard panel with sales information for the customer: "Complete Suction Kit. So small you'll have it in your pocket, rather than back in camp, when bitten. . . . Each member of the family should carry one—plus spares for car, cabin, boat, etc. . . . Thousands used by United States Armed Forces in snake-infested countries. . . . Use for quick, effective treatment of bee stings and other insect stings and bites." A lozenge of space is left for the retail price—usually about \$1.89 a kit.

The carton has a glossy outside finish in vivid "danger" red on which is a gold-and-black image of a rattler, fangs bared, coiled to strike, rattles busy. The upper part of the snake is cut out so that when the display is set up on the dealer's counter a striking effect (in more senses than one) is obtained.

A Push for Dealers

In addition, there is a lesson for the salesperson: "DON'T SELL JUST ONE: Your customer should be urged to buy one for each member of the family or other outing group. WHEN YOU NEED SNAKE-BITE FIRST AID YOU NEED IT NOW! A snake-bite suction kit back in camp or in the pocket of another member of the party who doesn't happen to be along is worthless. . . . Use for quick, effective treatment of bee and other insect stings and bites. . . . Suggest as a companion sale when selling hunting, fishing, picnic or other outing equipment."

With the display goes a carton insert, a window poster, and customer folders. The customer folders in small space give essential illustrated information on the kit, sales information, and step-by-step directions for use with progressive diagrams.

The carton insert advises: "Your Sales Aids Are Enclosed. . . . Don't hide your sales under the Counter!" It urges immediate display of the carton on the counter.

After the tests were made the insert gave the dealer the best of all arguments for following Cutter Laboratories' advice: "Actual records show 300% increase in sales when Compaks are put out where your customers can see them."

After two years the record was even better than that. Sales increases up to 325% were shown when the counter display and point-of-purchase materials were used.

During the past two years the point-of-purchase advantage has been

followed up and supported by a direct-mail campaign directly tied in with publication advertising. During 1950 for the first time Cutter Laboratories advertised the Compak in two popular sportsmen's magazines: *Outdoor Life* and *Field and Stream*. It was so successful that this year the schedule has been increased to 10 sportsmen publications. Reproductions of these advertisements are used to make up mailing pieces to sporting goods wholesalers.

The mail campaign consists of:

1. A self-fold mailing piece to dealers.
2. The same piece sent to wholesalers, bearing a rubber stamp on the face: "This Mailing Is Going Out Now to all Retailers."
3. A letter signed by Fred A. Cutter, together with a memorandum and a brochure on the kit, all enclosed in a correspondence-size en-

velope and personally addressed.

4. Reproductions of advertisement on a Cutter Laboratories letterhead sent out to wholesalers over the signature of William O'Neil, Jr., head of the Wholesale Sales Department, drawing attention to the demand being built up among devotees of the outdoors in their favorite publications.

From January to and including May, 1951, sales were approximately 23% ahead (in gross figures) of the same period for 1950.

This 23% gain, in addition to the sizable gain in sales after the kit was counter-displayed and aided by point-of-purchase advertising, has left Cutter Laboratories without any doubt that well-thought-out promotion of even a small specialty item can be definitely worth the effort. . . . returning good-to-startling results to manufacturer, wholesaler and retailer.



Uniform Packaging . . .

. . . but with the same family resemblance from labels on through carry-home packs to shipping cases.

Brewed by the M. K. Goetz Brewing Co., St. Joseph, Mo., Country Club Beer's complete packaging line now includes a six-bottle carry-home pack for returnable bottles, six- and twelve-can carry-home packs, and fiber and corrugated shipping cases. Restyling to meet modern merchandising trends started with the label which has been simplified by using modern black letters. The same basic colors—red, white, gold and black are retained. Cans have been changed from crown-type to flat-top. Carry-home packages are designed for bottles as well as cans. They can be conveniently stored and the one for bottles can be used for returning empties to the dealer.

MEASURING READERSHIP Is Surveying Buying Power

When more than 70% of a publication's full-page advertisers consistently use its pages for over 20 years, then definite proof is provided of a high and sustained readership rating — plus buying power.

A carefully screened circulation and a well-balanced editorial diet are responsible for this exceptional standing of TIRES Service Station.

Editorial contents are made to order for the relatively small number of quality tire dealers who actually have the real buying power in the industry. Selected tradesmen are provided with selected reading material, quite distinct from the paper presenting a hodgepodge editorial coverage, hoping to hold the interest of the varied mass retail outlets, which because of their greater numbers must individually have lesser buying power.

With this select editorial presentation it is only natural that a high readership has been developed in TIRES Service Station and year-in-year-out advertising support earned from concerns that closely measure their sales promotion expenditures.

If you have a product that can be marketed through these outlets you will find the quality circulation of TIRES Service Station can do a good job for you.

Let us give you the details about this business paper which for more than 30 years has maintained top readership rating and a corresponding advertising response from a field with high buying power.

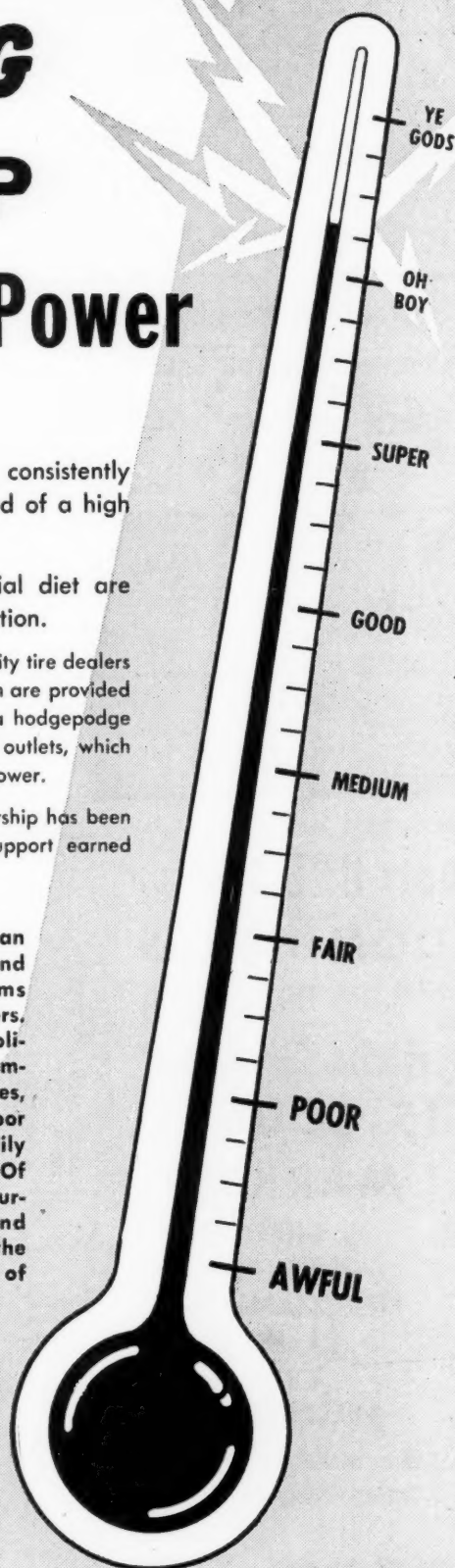
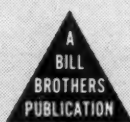
The modern quality tire dealer is an automotive merchant who sells and services a wide variety of items appealing to car and truck owners. Television, radio and electrical appliances are merchandised just as completely as are tires, tubes, batteries, spark plugs, seat covers, car floor mats and the other things so readily associated with motor vehicles. Of course, he is a prospect for the purchase of any sort of office and shop equipment that will insure the speedy and efficient operation of his business.

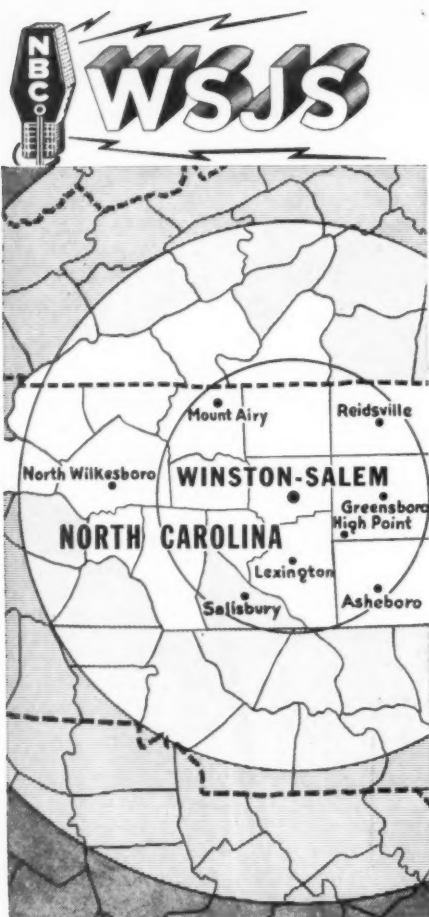
READERSHIP IS THE GAUGE OF ADVERTISING VALUE

TIRES

SERVICE STATION

386 FOURTH AVE. NEW YORK 16, N. Y.





**Only ONE Station
DOMINATES**

**This
Rich, Growing
15-COUNTY
MARKET**

**with
GENERAL
MERCHANDISE
SALES
OF
\$89,084,000***

***Sales Management, 1951
Survey of Buying Power**

WSJS
The Journal-Sentinel Station

**AM-FM
WINSTON-SALEM**

NBC Affiliate

Represented by:
HEADLEY-REED CO.

Shop Talk

The Manpower Puzzle

There's a rather unusual pair of articles in this issue. In one of them, "Is It Management's Fault That So Many Salesmen Fail?" (Page 37) Dr. Robert N. McMurry examines the principles behind a successful sales manpower program and pinpoints some of the knotty problems that arise in that area of management. A few pages further back (Page 74) is a case history story which strikingly demonstrates how most of McMurry's principles have been successfully applied by a specific company.

The editors feel these two articles epitomize the kind of editorial approach we feel is most helpful to our readers: the meticulous spelling out of principle, the factual report of case history. If there's any better way to study the how of improved management, we don't know what it is.

A Tidy House for Selling

My friend, the purchasing agent, wagged a finger at me when I appeared in the door to his office. He pointed to a chair. "Be with you in a minute," he said. He was talking to a salesman seated beside his desk.

It was a small office, and because the ways of salesmen always interest me, I put my face behind the morning *Times* and listened in on the conversation.

The salesman worked for one of the firms in the electrical field. As a matter of fact, his status was something more than that of salesman; he was an assistant branch manager.

There was a flurry of palaver over this product and that component part, some discussion of prices, specifications, deliveries. Then the P.A. asked about a product which I shall identify only as a widget, because I see no need of causing unnecessary embarrassment to the company involved.

The P.A. was interested in widgets. He wanted to know the present price, delivery date, and outlook for the future . . . the latter because widgets call for some materials that are currently scarce.

The salesman started to thumb through his catalog. He fussed around for a few minutes. No widgets. Then finally, in desperation, he looked for the index. A span of silence. But the P.A. was getting impatient.

"Listen, Hal," he said to the salesman, "I know your catalog better than you do. Widgets are in the section that immediately follows Aviation Lights."

In another minute or two, with this cue, the salesman came up with the required information. The conversation was concluded in the next five minutes and the salesman gathered up his scattered paraphernalia and departed. The P.A. turned to me with a sigh.

"There's a nice guy," he said, "but he gives me the jim-jams with that messy, unorganized portfolio, all those dog-eared and dirty product bul-

SALES MANAGEMENT

letins he drags out of his pockets, and his perpetual confusion about source materials he ought to know backwards and forwards and inside out."

It seems to me to be worth while to focus down on this idea for a few minutes. While there are occasional and sometimes rather colorful exceptions, it is generally true that *expert salesmen are good housekeepers*. The condition of a man's working tools is an index to his character and his efficiency. It is a factor of perhaps unrecognized importance in the impression he makes on a buyer and in the amount of time he can command from a buyer. Orderly, neat, clean, and well-organized sales equipment goes with a professional approach to the job of selling. Dirty and damaged samples, shredded promotional pieces and price lists, and greasy thumbled catalogs are the properties of a man who is asking to be classified as a ham.

This matter of efficient and presentable working tools is a responsibility almost equally divided by company management and the salesman himself. The company's responsibility is to study the needs of the salesman and to give continuous careful thought to the best possible organization of printed information that will answer all reasonable questions that arise in a buyer's mind and make that information available for quick reference. The company should recognize the "heavy duty" pieces, design them sturdily, and select materials and accessories that will withstand wear.

The salesman can serve his own interests to the best advantage if he will recognize the fact that he has an equipment maintenance problem that needs to be taken care of on a continuing basis. Twenty minutes spent once a week in a simple check-through on the whole kit. On missing pieces, for one thing. (Most salesmen rather frequently find it necessary to give a buyer an only copy of a printed piece that will surely be needed the following week.) And further, a discarding of out-of-date materials, insertion in proper places of new bulletins, product information sheets and the like . . . a thorough brushing out of sample cases and cleaning of samples. (I've seen hundreds of begrimed sample cases with damaged and dusty samples that would discourage even a buyer who was starved for merchandise. I've always had the feeling that if one of these cases were turned out on the floor, we'd find a nest of white mice in the bottom.)

The whole trend in selling is in the direction of the development of more tools and better tools. We have learned that it's much easier to sell when we are equipped to sell with something besides conversation. We are giving buyers more and more opportunities to sell themselves through their eyes . . . to "work" something like a part or a miniature model . . . to make it possible for them to understand the product we have to offer by making them participants in simple demonstrations. Headquarters can and do often provide such tools, but almost every expert salesman I know invents and designs at least some of his own tools. It's a great field for ingenuity and imagination.

A psychologist once told me that he could pretty accurately describe a man's character and habits if someone would tell him only what that man reads regularly. I have a feeling there's a parallel with respect to the nature and condition of a salesman's working tools. Let's be hypothetical and suppose we bring an average buyer into a company sales office on a Sunday morning where sales equipment is on display on the top of each salesman's desk. Let's ask that buyer to look at the equipment and pick out the man he'd most like to have call on him and serve him.

What do you think his answer would be? It would be no different from yours and mine. He'd go hook, line, and sinker for fresh literature, the organized portfolio, the orderly sample case. Why? Because when he encounters such obvious evidence of a professional attitude toward the job, he has confidence that such a salesman would be a good man to know and do business with.

A. R. HAHN
Managing Editor

368,198 OF 'EM

Everywhere

Men Who Are Getting

Ahead in Business

Read

The Wall Street Journal

•
Are you satisfied

with the way

you are getting

ahead with the

men who get ahead

in business?

•
If not,

**THE WALL STREET
JOURNAL**

should head

your

list.

Dental Group Packages Training Meetings for Dealers

Manufacturers Section of American Dental Trade Association offers a planned 8-meeting program on salesmanship techniques to be used by dental supply dealers. Eight sound slidefilms are supplemented with meeting guides.

The American Dental Trade Association's Manufacturers' Section has tied up a neat package containing a program for eight sales meetings which dental supply dealers can hold to drive home to their salesmen the fundamentals of selling as applied to the dental industry.

W. P. Conklin, president, J. M. Ney Co. and chairman of the Manufacturers' Section, explains the common denominator which inspired the idea: "... The economy of America's business in general and of the dental business in particular is currently operating on a very high level ... both of expense and of output. Herein lies a warning: Whether we are dealers or manufacturers, our break-even points are much higher today—dollar-wise and percentage-wise—than they have ever been ... There is only one answer: high sales volume ... and in today's competitive market such volume can arise only from a selling organization that increases in efficiency and ability day by day—hour by hour."

Who Built the Program

Responsibility for building the sales program was given to ADTA's Exhibit and Sales Research Committee a year and a half ago. Vernon W. Rooke, Jr., vice-president of Cooke-Waite Laboratories, Inc., is chairman of the Committee. Members are: V. A. Noel, general sales manager, The Ritter Co., Inc.; R. W. Freeman, general sales manager, Williams Gold Refining Co., Inc.; R. M. Kerr, Jr., president, Kerr Manufacturing Co.; Dr. N. O. Taylor, vice-president, S. S. White Dental Manufacturing Co. Also actively associated with the venture were W. P. Conklin, president, J. M. Ney Co. and chairman of the ADTA's Manufacturers' Section, and W. C. Mack,

ADTA executive secretary.

An appropriation of \$16,000 was put aside by ADTA's Manufacturers' Section to cover the cost of preparing the program.

Before any decision as to the specific type of approaches to be made by any sales building program was made, Committee members, long and intimately associated with the field, did considerable basic research work. Not only did they call on their own storehouse of experience, they had outsiders go into the field to work with salesmen and to observe operations in dental supply houses.

Findings of a survey on sales meetings were carefully analyzed. It was found that 25 experienced retail salesmen were interviewed in various parts of the country. Twenty-four said they received little benefit from sales meetings, and referred to them as "the same old corn." There was better luck among new salesmen. Six out of 25 believed they received *some* benefit.

Another survey which was analyzed by the Committee was conducted by N. H. Comish, professor of business administration, University of Oregon. It covered the subject of "Why Customers Do Not Buy." The figures show that percentages of inefficient salesmanship far outweigh any other reason: 51% for inefficient salesmanship.

"These analyses gave us something to work on for the dental field," says Mr. Rooke. "Our need, as we saw it, called for two types of knowledge: knowledge of salesmanship, knowl-

edge of product.

"We decided, however, to focus our program on knowledge of salesmanship rather than knowledge of product. Knowledge of product generally is the responsibility of the manufacturer and knowledge of salesmanship should usually be supplied by the dealer or wholesaler. In the type of distribution which depends entirely on wholesaler and dealer outlets, knowledge of salesmanship is usually acquired on a trial and error basis. Large manufacturers such as the automobile companies and appliance manufacturers recognize the waste which results from leaving knowledge of salesmanship entirely in the hands of their local outlets. Accordingly, they have provided sales training materials and conducted sales training courses for retail salesmen.

The Thinking Back of the Plan

"Smaller manufacturers who must depend on wholesaler and dealer outlets are now taking steps to provide the same assistance as large manufacturers are providing. They provide dealers and wholesalers with training tools to build up knowledge of salesmanship. In most cases this is done through group effort—largely through trade associations.

"No group, I am sure, ever expended more time and effort than did the ADTA Exhibit and Sales Research Committee in building this program. At the outset, however, the Committee realized that it must have competent outside help to assimilate, digest and condense the vast accumulation—in short, to produce the idea. Henning and Cheadle, Inc., Detroit, was selected because of its reputation for new ideas and ingenuity. The Committee feels that this selection was one of its happier decisions."

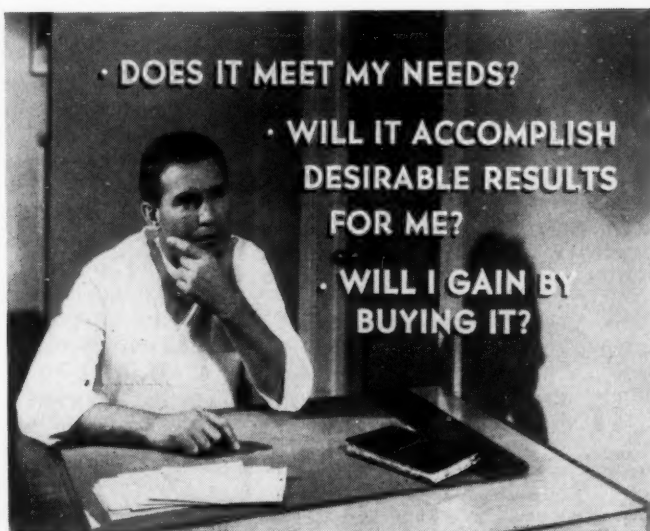
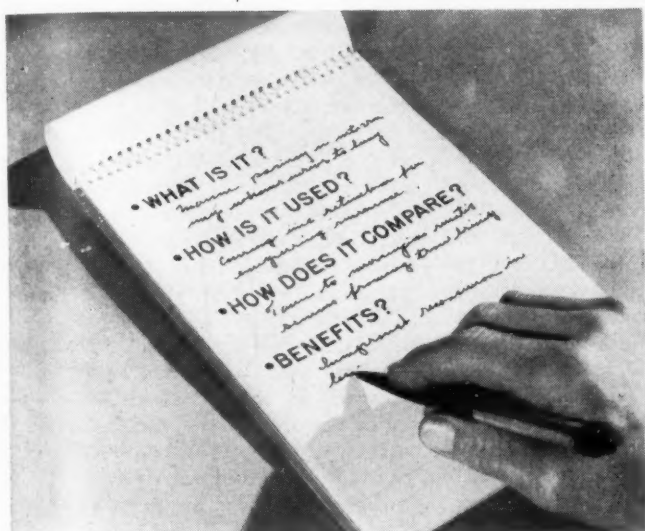
There are three ways a group or association can provide their wholesalers and dealers with materials

**Based on an interview by A. B. Ecke with
VERNON W. ROOKE, JR.**

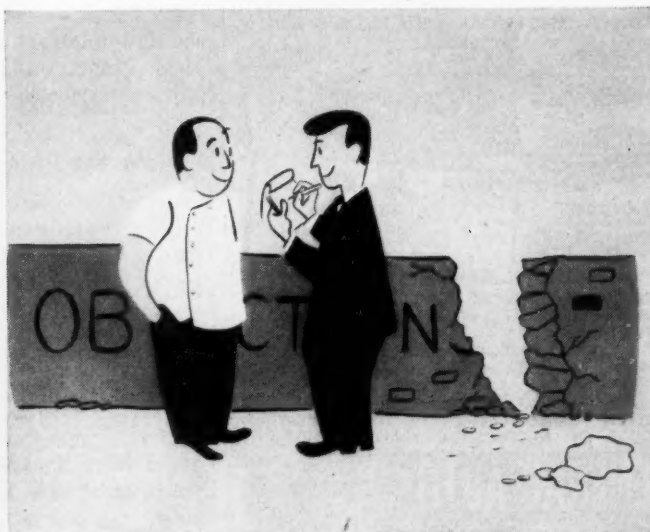
**Chairman of the Exhibit and Sales Research Committee,
American Dental Trade Association**



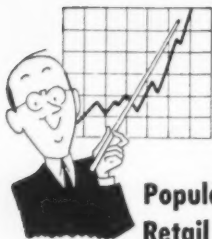
KEEPING MR. DENTAL SALES ALIVE: Introductory film stresses importance of basing sales on buying motives . . . shows how to determine motives of different dentists.



CONVINCING THE DENTIST: This film demonstrates how to build sales talks that make sales . . . gives dentist's viewpoint . . . shows how to avoid price interruptions.



"YES, DOCTOR . . . BUT": This film is concerned with meeting and overcoming the dentist's objections to buying . . . shows how they can be turned into sales.



**SINCE
1940...**

**Population up 109%
Retail Sales up 348%**

...in San Mateo County, of course, a \$200,000,000 California market.

How can you sell this market?
...With the **SAN MATEO TIMES**, of course, whose circulation has increased 234% since 1940!

For the very latest facts and figures write for our new brochure.

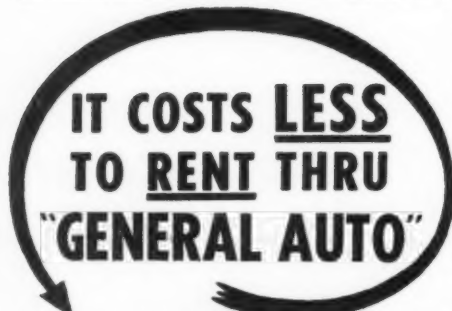


SAN MATEO, CALIFORNIA

National Advertising Representatives

**GILMAN,
NICOLL
& RUTHMAN**

**NEW YORK • CHICAGO • PHILADELPHIA
BOSTON • LOS ANGELES • SAN FRANCISCO**



- COSTS LESS TO RENT THAN TO OWN
- COSTS LESS THAN SALESMAN'S CAR ALLOWANCE
- LOWEST COST RENTAL PLANS FOR EVERY NEED



Plan A - For fleets with low annual mileage. Per car PER MONTH

39⁵⁰



Plan B - For fleets that average 25,000 miles per car

3^{1/2}¢ MILE



Including Gas & Oil

FLEETS OF 10 to 1,000 NEW 1951 FORDS, PLYMOUTHs, CHEVROLETs FOR IMMEDIATE DELIVERY ANYWHERE IN U. S.
All plans include license plates, replacement in case of fire, theft, serious damage; new cars every 12 months.

Highest Prices Paid for Your Present Fleet

★ **WRITE FOR BOOKLET—"HOW TO REDUCE THE COST OF AUTOMOTIVE TRANSPORTATION"**

GENERAL AUTO RENTAL CO. *Coast-to-Coast*

HAROLD B. ROBINSON

6600 N. BROAD ST., PHILA. 26, PA.

Livingston 8-5000

for knowledge of salesmanship, Mr. Rooke explains: prepare an individual program; use a general program; use an amplified general program.

ADTA chose the amplified general program. It has taken one of a series of general films on salesmanship and has provided an eight-to-twelve-minute sound slidefilm supplement, applying the principles of the general film specifically to dental selling.

Advantages of the amplified general program, Mr. Rooke points out, are:

1. It gives a dental selling series of a size to justify a planned sales training program by a dental supply dealer: a series of eight sales training meetings.

2. Dental supplements apply the principles of the general film to dental selling without imposing too heavily on the ability and time of the sales manager of the dental supply house.

3. The course can be used by new salesmen with a minimum of time and aid from the dental supply house sales manager.

4. Manufacturers later can prepare and supply product information of their own, showing how the selling principles of the film can be applied to their individual products.

5. The series can be adapted to dental selling in a minimum amount of time and at a fraction of the cost of preparing a complete new series.

ADTA's program as it is now packaged and sent out to dental supply dealers includes:

Eight sound slidefilms and records.

Eight meeting guides: complete instructions on holding meetings, including suggested remarks to be made by the meeting leader.

Eight review books: a summary of important points of the films for each meeting, to be retained by the salesmen for individual study and application—a library of proved and practical suggestions for increasing the sales effectiveness of each salesman.

How the Plan Was Presented

The program was introduced to dental supply dealers at the annual meeting of ADTA's Dealer Section in Chicago November 6, 1950. To whip up interest before the meeting was held, eight jumbo teaser post cards were sent to the dealers at weekly intervals. Each card was a different color, carrying such messages as "I have an answer to a situation your men face frequently;" "Sure, your customers should be your friends. . . but—;" "Do your men recognize the 'buying signs?'" "Will you be there?"

When the dealers arrived in Chicago they were given a dramatic preview of what the program held in store for their individual organizations. They saw one meeting staged in its entirety. After this they were given a brief but enticing fill-in on the contents of other meetings.

How Meetings Are Staged

Here's how they are now staging meetings for their own sales organizations:

Meeting 1: "Keeping Mr. Dental Sales Alive" This introductory film emphasizes the importance of basing sales approaches on buying motives. . . clearly defines buying motives and shows how to determine the motives of different dentists.

Meeting 2: "One Minute with the Dentist" This film shows how a sale can be won or lost right at the start of an interview with the dentist. . . shows how successful dental salesmen quickly win the interest of their busy customers.

Meeting 3: "Convincing the Dentist" This film demonstrates with concrete examples how to build and tell sales stories that make sales. . . emphasizes the customer's viewpoint and shows how to avoid price interruptions.

Meeting 4: "Through the Dentist's Eyes" This depicts the importance of sales equipment and demonstrations in the dental industry. . . and pictures top salesmen using demonstrations to attract and hold the dentist's attention.

Meeting 5: "Competition in the Dentist's Office" shows how competition for the dentist's business, including low price competition, can be met. . . when the salesman takes the right attitude toward it and uses the right approach.

Meeting 6: "Yes, Doctor . . . But . . ." This is concerned with meeting and overcoming the dentist's objections to buying. . . shows how objections can be turned to the advantage of the wide-awake salesman.

Meeting 7: "Sold!" "Have the right attitude toward closing and know when and how—to ask for the order" is the subject of this film.

Meeting 8: "More Dental Sales Tomorrow." This film shows how top-level salesmen plan ahead for better results. . . how they utilize the five major influences on dental sales.

ADTA dealer members may buy the sales training package for \$325. Review booklets are sold for \$2.50 a set of eight. The program may also be rented on a pre-arranged schedule from ADTA for \$75 plus \$2.50 (to

cover cost of review booklets) for each salesman attending the meetings. Sound slidefilm projectors and screens may be purchased through ADTA, or may be rented or obtained locally.

Particularly proud of the Sales Building Program and the results it has thus far obtained is Howell G. Evans, vice-president of the Hamilton Manufacturing Co., and president of American Dental Trade Association. In commenting on the program recently Mr. Evans had this to say: "ADTA has before done many fine things in the way of sales training, but now, for the first time, the indispensable requisites of a professional salesman are applied specifically to the dental field through the medium of the sound slidefilm. . . . and the dental application of these basic principles wasn't dreamed up back of someone's desk. It came from the firing line . . . from the dental office . . . from behind depot counters. The producers of these films knew just what they were doing and just how far they had to go. We're making better salesmen by applying selling principles to the dental business."

Dealers are enthusiastic in their response to the program. They feel, says Mr. Rooke, that it is trade association work at its best. About 50% of the dealer membership has subscribed to the program so far this year. Here are a few reactions from dealers on the firing line in various parts of the country:

"So far, 99.44%!"

"We think the Sales Building

Program is a wonderful, informative, and constructive training program which has helped to stimulate and revitalize our older salesmen. It has definitely been very helpful and the most useful educational material we have ever had available for the training of our younger salesmen."

"If you expect us to say that this course is probably the best thing that has happened to date to stimulate sales thought and, more important, sales action in the dental retail field, you are exactly right. Without becoming 'sticky' we can honestly say that we believe it to be the best personal investment we have ever made."

"Both our inside salesmen and our outside sales force seemed to be intensely interested all along, and they were anxious not to miss any session where this material was used."

"If our folks absorbed only 10% of what was contained therein, our firm as well as our folks would be well repaid for the investment."

"There is 'nothing new under the sun' but it's good procedure to have old truths told and retold to emphasize their importance. The 'old' salesmen realized their worth and enjoyed the re-telling, while the 'new' salesmen were instructed and thrilled by the presentations."

"When we signed up for this course in Chicago, we heard a statement made that, with the right presentation and application, there was a possibility of increasing sales by 20%. We have just sent in our first quarterly report, and I am happy to say that it exceeds the 20% increase."



Vacuum Pack in Plastic

California walnuts are making more marketing news. It was not so long ago that unshelled nuts were first pre-packed in cellophane bags. Now shelled walnuts, long offered in vacuum tin cans, have been put up in a plastic container to capitalize on the display of the shelled nuts.

The jar is made of Styron, Dow Chemical's polystyrene plastic, by Southern California Plastic Co., and the metal cap by White Cap Co., Chicago.



Don't Let The Magical "50,000 POPULATION" LIMIT STOP YOU

. . . from reaching over 130,000 consumers in the rich Pantagraph Market.

7th LARGEST RETAIL SALES MARKET IN ILLINOIS \$130,849,800*

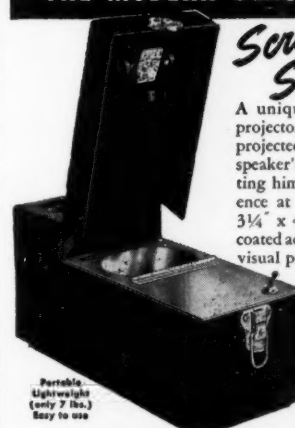
- The Pantagraph has the second largest circulation among 74 evening newspapers in Illinois.*
- The Pantagraph Market is the 2nd largest in "downstate" Illinois covered by one newspaper.*

*Copyright 1950. Sales Management Survey of Buying Power; further reproduction not licensed. Chicago excluded in all comparisons.



Represented by Gilman, Nicoll & Ruthman

THE MODERN BLACKBOARD

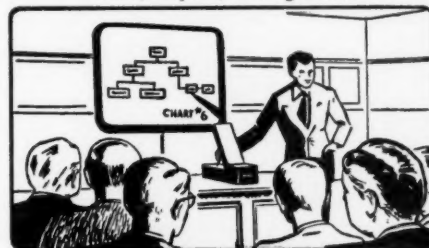


Screen Scriber!

A unique, self-operated projector that throws the projected images over the speaker's shoulder permitting him to face his audience at all times . . . uses 3 1/4" x 4" film slides or coated acetate for dramatic visual presentations.

For Teachers Lecturers Demonstrators Training Instructors

For use in Schools, Churches, Offices, Clubs, Homes, Hospitals, Training Centers



THE SPEAKER always FACES THE AUDIENCE

The price of Screen Scriber is \$61.00. For more complete details, illustrated folder and name of nearest dealer, write to Dept. 42.

BARDWELL & McALISTER, Inc.
BURBANK, CALIFORNIA

Is It Management's Fault That So Many Salesmen Fail?

(Continued from page 39)

niques that the uncritical acceptance of a "gimmick" or "gadget" has reached its nadir. For 25 years attempts have been made to find some quasi-automatic, essentially mechanical device which will take much of the guess work out of the selection of salesmen. Everything has been tried from phrenology, physiognomy and graphology, through various psychometric procedures—the weighted application and tests—to clinical techniques—projective tests and improved interviewing techniques.

For reasons which will be developed below, none of these methods can, in and of itself, provide a satisfactory answer to the need. Many of them, as used, actually make little or no contribution at all. Yet many companies have continued to use them over considerable periods of time, and numerous sales executives indicate great enthusiasm for the results which are obtained from these "gimmicks" and "gadgets."

Naturally, the "gimmick" or "gadget," if clothed with "scientific" respectability — as developed by a Ph.D.—has even greater appeal to the harassed sales manager. It relieves him of much of the responsibility in making the decision to hire or not to hire. It is helpful in two ways: In the borderline cases, it helps him to make up his mind. More important, it provides him with an escape hatch in the event the man hired does not prove satisfactory. He can tell his superiors: "Personally, I would not have taken him, but he scored so high on the test (or was so highly recommended by our appraisal service) that there was nothing else for me to do." Since in reality he is rarely under much obligation to accept the results of the test or appraisal services if he does not wish to, these instruments and services may be quite useful to him on occasion. He usually hires only those who appeal to him.

There is something infinitely comforting about test results and the scores produced by other selection devices. The frighteningly complex qualities, potentials and motivations found in the applicant are all neatly summarized in a number or series of numbers. They come to symbolize the applicant's qualifications. Because, by comparison, these symbols are so simple and easy to handle they have great appeal. Furthermore, the symbol comes to be mistaken for the

reality which it represents. In consequence, the user often begins to find himself operating in a world of artifacts. When this happens, he slips imperceptibly away from the world of reality into a wish world of "scientific" indices which bear little or no relation to facts.

It is in this latter respect that the proneness to wishful thinking of some sales management is most clearly seen. In the United States today, among the several thousand users of sales selection devices, it is doubtful whether 5% have ever *systematically* checked the predictive value of the instruments they use, employing *scientifically accepted* validation procedures with a statistically adequate sample thereby having determined the extent to which their techniques have actually predicted *both* success and failure. It is unlikely that more than 10% of the users of these methods even know that it is desirable and possible to do so.

Afraid to Test?

Furthermore, it is not to the credit of many even qualified practitioners in the field that they have not stressed the need for this validation themselves. Sometimes this is probably because of oversight on their part; perhaps equally often because of a dark suspicion that the procedures which they have "prescribed" will not stand up too well in a validation study. Because *any* system, no matter how inadequate, will predict correctly, sometimes purely as a result of chance, dramatic individual cases always can be found to substantiate an enthusiast's beliefs, no matter how exaggerated.

More important, if the sales manager *wishes* to believe that in his "gadget" he has the solution to all of his problems, he will be tempted to accept these chance predictions as giving him all the proof he needs of the soundness of the technique. In one case in point, results of the tests on two men out of seventeen coincided with the sales manager's opinion of those two men. The sales manager whole-heartedly bought the "gadget" despite the fact that in the other fifteen cases there was little correlation between the test results and performance on the job.

It is probable that among the companies using salesman selection methods of one kind or another today, including some of the most elaborate

psychometric systems, fewer than one-half are actually obtaining any value in return for the time, effort and money invested in their use. Even those which do no particular harm from the standpoint of being deliberately misleading are undesirable from two standpoints: (1) They may let in men who are mediocre — men who are always costly sooner or later; (2) they may exclude potentially valuable men—which is invariably costly. The most significant point, however, is not that these sales executives have selected their systems uncritically, that they bought so to speak a "pig in a poke," and that they are receiving little or no return. This is understandable; anyone can make a mistake. The damning evidence of the proneness of many sales managers to be incurable wishful thinkers is found in a number of zealots who not only defend to the death the selection methods they use, but stubbornly or ingeniously evade all attempts to subject them to scientific — carefully controlled — validation studies to determine the actual amount of their contribution.

Truly effective sales selections never can be made on the basis of any *single* technique for a very simple reason: The factors involved in the prediction of success or failure are too numerous, too complex and too interrelated to permit their evaluation by a single or even several measures; that is, a battery of psychological tests.

If these predictions are to have even minimal validity, at least three widely diverse groups of elements must be integrated: (1) the applicant — his skills and experience, his training, his character, his motivations and his emotional maturity; (2) *the demands of the work* — the skills, experience and temperament required; (3) *the human environment* in which he must work — the standards, status, traditions, personality and temperament of superiors, associates and customers.

Selection in its essence is nothing more nor less than the matching of the applicant's qualifications against the requirements of the job. Proper placement is merely the integration of these three elements. However, this, as may be seen, involves much more than the appraisal of the applicant alone; the demands and nature of the job, of supervision, of associates and of customers, together with working conditions, must also be taken into account. *The measure of the applicant's probable success is determined less by his finite and absolute qualifications than by the extent to which they happen to conform to*

than
g any
effort
use.
ticular
being
undesir-
(1)
medi-
costly
exclude
ich is
signifi-
t these
their
bought
" and
or no
; any-
damn-
many
vishful
ber of
to the
ey use,
evade
scien-
valida-
actual

PREMIUMS

Free

—a copy of our Premium Centennial Number to those who would like an instructive and interesting review of the development and application of the premium form of merchandising since its inception 100 years ago. Profusely illustrated, this issue will likewise point the way to the huge billion dollar premium market for sound merchandise of every description that warrants the astute cultivation of every forward thinking sales manager and is readily tapped through the advertising pages of the one exclusive business paper of the field now in its 47th year.

PREMIUM PRACTICE & BUSINESS PROMOTION

386 Fourth Avenue

New York 16, N. Y.

the particular and peculiar requirements of the job and the environment (human and physical) in which the work must be done.

It is for this reason that no single "gadget" or "gimmick" ever can be expected to be effective. Good sales selection is much more analogous to sound medical diagnosis. It must be done on an individual, never a mass, basis. Furthermore, it must be done on an eclectic basis: As many facts as possible must be assembled from all available sources. This means that tests and similar measures have a contribution to make; it also means that they cannot be the sole source of information about the applicant. The physician takes the patient's temperature; the sales manager tests the applicant's intelligence. Both are helpful bits of information, but both must be supplemented by many additional data to be of value. The key to good selection, as to sound medical diagnosis, is good judgment on the part of the person making the selection or the diagnosis. Where so many variables must be taken into account—in selection as in medical diagnosis—no mathematical weighting of item values is feasible.

In the final analysis, selection, just

as medical diagnosis, is an art not a science. Many attempts have been made to reduce both to a formula; none has been successful. Skill in selecting salesmen, like medical diagnosis, is a compound of knowledge, experience and intuition, based, supported and supplemented by facts obtained from all sources and covering not only the applicant, but the job and the environment, human and otherwise, in which he will move. Perhaps some day science may advance to the point where decisions of this character may be made psychometrically. That day has not yet arrived.

In the meantime, patience, attention to detail, reasonable objectivity and freedom from a major tendency to wishful thinking are essential. Unfortunately, it is precisely in these qualities that many sales managers are weakest. If added to this is the recognition that not all of those entrusted with hiring in the field have adequate intelligence to deal with the intangibles, abstractions and complex interrelations called for by this type of analysis of people and situations the problem becomes even more difficult. Nor, as indicated, is selection unique. Similar difficulties arise with

respect to each of the other five phases of sales personnel work.

Finally, top sales management is customarily under such continued pressure to move the merchandise that, while it recognizes the need for a sound and comprehensive sales personnel program, it frequently never quite gets around to instituting one. It is not willfully impersonal and heartless; it is conscious in a vague way that other people, even its own men, have problems too. It is also aware that these problems frequently lead to high turnover, poor production and bad morale. Hence, it appreciates the need for a careful audit of its present personnel policies, practices and procedures. But other problems tend to take precedence. This is because they usually seem somehow more urgent. The reason for this is that top sales management is often too well insulated from its subordinates. All too often it has only infrequent and casual personal contact with its representatives in the field. In consequence, the top echelons in the sales department sometimes fail to be aware that the sales force is comprised of human beings like themselves.

The Composite Man

The individual salesman becomes a distant, vague and slightly blurred abstraction, comparable to the "Economic Man" in classic economic theory. He is thought of solely as a "Unit of Manpower." As such, his individual identity becomes lost, as in the case of the sales manager who met one of his own men at a social gathering and asked the young man for what organization he was working. His superior can, if need be, focus his attention on him, by an act of will. Rarely, however, does he do it voluntarily; it is usually only when the man has become a problem.

Because of this lack of personal contact, often accentuated by physical separation, because so many other problems seem so much more immediate, and because sales management has not learned that sales personnel is an administrative function comparable to production, there is a tendency for many sales executives either to have no formal or organized personnel program at all or to delegate the personnel function to staff subordinates. The latter, lacking both status and authority, usually are not able to accomplish much.

The establishment and maintenance of a worthwhile sales personnel program is far from a simple matter. Even when top sales management is

hours faster
DOLLARS CHEAPER

...with Slick Airfreight!

Because Slick carries no passengers, mail or express, your airfreight shipment receives **Top Priority** all the way.

Slick's nation-wide service includes all major U. S. cities—and principal overseas cities by arrangement with international airlines. One airbill, one-management responsibility all the way.

To save **hours and dollars**, call your nearest Slick representative for pick-up and delivery service.

Slick airways inc.
Scheduled Certificated Airfreight Carrier
3000 NORTH CLYBOURN • BURBANK, CALIFORNIA
WRITE DEPT. 104 FOR BOOKLET DESCRIBING SLICK'S NEW DC-6A SERVICE



convinced of the desirability of making personnel co-ordinate in importance with production in its organization, many difficulties continue to arise. Chief among the inescapable realities of the situation is the fact that in the final analysis the prime function of a sales department is to sell—not to do a personnel job. Therefore, the best that can be hoped for in top sales management are: (1) a continuing personal consciousness of the importance of good personnel work; (2) the provision of an organized program of personnel work; (3) a willingness to consider the personnel function as the sales function so that the line supervision will be given incentive to use sound personnel practices on a day-to-day basis. In short, top management must recognize that while sales personnel is a line, not a staff, function and must be administered accordingly, the personnel phase will always tend to be neglected and subordinated to sales. Consequently, management must place disproportionate emphasis on personnel to maintain a balance.

Ideally, each level of supervision should be so indoctrinated in the merits of good personnel work that it will become a convert and voluntarily apply its principles. The only difficulty with this is that it is impossible. The need for production is inescapable. The pressures descend upon the line executive from all sides. Furthermore, production criteria are tangible and simple to establish; the reverse is true of personnel work. In consequence, to be realistic, a compromise must be reached between the ideal and the practical.

This is found in the establishment of top management policy making it clear that all operating personnel ac-

tivities—recruitment, selection, placement, training, merit rating and counseling—are the responsibility of line supervision. However, serving in a co-ordinating and research capacity and reporting directly to the vice president in charge of sales must be a sales personnel director. He will serve in a staff capacity, primarily to:

1. Develop and perfect personnel methods for use by line supervision in such areas as recruitment, selection, placement, training, merit rating, wage and salary administration, grievance handling, and counseling.

2. Train and give refresher courses to supervision in these techniques.

3. Supervise their use in the field on a day-to-day basis.

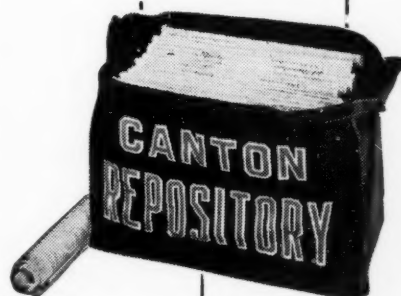
The staff man does not use these techniques himself; he does no recruitment, selection, training, etc. He merely develops methods, instructs line supervisors in their use and checks periodically to insure that they are being used properly. The principal function of the personnel staff assistant is to insure that proper techniques are employed (wishful thinking is held to a minimum,) that the line executives and supervisors understand these personnel methods, and that they are kept constantly aware of the need for good personnel methods.

Such a procedure, always supported by top management, will not insure perfect personnel administration by the line organization. Neither will anything else. However, assuming that the staff assistant to the vice-president has been carefully chosen. (He is an experienced sales supervisor himself, can gain personal acceptance by the line organization, and has had adequate training in personnel principles.) and has status and top management backing, he can make a worthwhile contribution to the personnel administration of his sales organization.

No matter how great the temptation to the sales manager to attempt to reach his goal of building and maintaining a stable, productive and satisfied organization by means of assorted "gimmicks," "gadgets" and "quick tricks," it simply cannot be done. There are no short cuts. If, on the other hand, he will recognize this and plan accordingly, he will not only be pleasantly surprised at the results in reduction in turnover, but in improvements in productivity and morale. Most important of all, even though he personally may not be aware of it, he will be making a worthwhile humanitarian contribution in that the lives of his men will be a great deal more satisfying and free from frustration and anxiety.

**we buy 21% more
drugs in
CANTON, OHIO**

**156,000 people
now live in the
CANTON
CITY ZONE**



**No other
newspaper gives
merchandisable
coverage of this
rich northeastern
Ohio market**

**99.4%
home delivery
in the Canton
City Zone**

**A Brush-Moore Newspaper Nationally
Represented by Story, Brooks and Finley**

ANOTHER NOTABLE FIRST

For the St. Petersburg TIMES
... In Florida's Fastest Growing Market

For the 12 months ending March 31, Sunday circulation of the Times averaged MORE THAN 50,000 ... FIRST TIME to pass this important figure.

Daily circulation average is UP to a whopping 45,354.

These figures represent MORE THAN 10% GAIN in ONE YEAR. Added to our splendid growth of previous years they are further proof that the Times is the READER'S paper.

St. Petersburg - Florida

Daily **TIMES** Sunday

Represented by
Theis & Simpson Co., Inc.
New York Detroit Chicago Atlanta
V. J. Obenauer, Jr. in Jacksonville, Fla.

32½ Million
LINES TOTAL ADV.
1950 E. & P.

Lubbock
TEXAS

Avalanche-
Journal

3rd
in Texas ABC CIRCULATION OVER
46,000

The 32,570,496 lines of advertising carried by The Avalanche-Journal in 1950 is the third largest of any Texas newspaper. It reflects the tremendous buying power of this market, and the sales effectiveness of this newspaper.

TEXAS DAILY PRESS LEAGUE, INC.
National Representative

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives

"Your Original Equipment Market:" A *Product Engineering* report on a \$17 billion (and growing) annual market for parts, materials, components and finishes. It's a market made up of every company that designs and manufactures machinery, equipment and appliances: \$65 billion worth in 1950 ... an anticipated \$100 billion worth in 1951. It lies among companies manufacturing 13 major groups of products: agricultural machinery; construction, mining, and oil well equipment; metal-working machinery; special-industry machinery; general industrial equipment; office and store machines; domestic and service equipment; electrical equipment; motor vehicles and parts; aircraft and parts; railroad equipment; shipbuilding, ordnance and miscellaneous; precision mechanisms. Included in the report are data on 1,000 plants checked during 1951 to determine their importance in purchases; a listing of products bought in volume; information on the men who design industry's machines and specify products; facts on *Product Engineering's* coverage and penetration of the market. Write to Albert Hauptli, Publisher, *Product Engineering*, 330 W. 42nd St., New York 18, N. Y.

Dayton, Ohio: now one of America's outstanding industrial and commercial centers and one of the world's foremost centers for the manufacture of precision tools. A booklet published by *Dayton Daily News and Journal-Herald* states that its industrial labor force numbers about 95,000 persons in approximately 600 well diversified industries—over 75% greater than the number employed in 1939. These workers earn one of the highest average weekly wages of any industrial area in Ohio or the nation. Population in the Dayton market has in-

creased 149,532 since 1940 to a total of 677,888. Its industrial roster includes 595 manufacturing concerns (1947 Census of Manufacturers.) Included are data on newspaper coverage of the Dayton market area: number of families — 1950 — individual newspaper markets, average percent family coverage—individual newspaper markets. Illustrated throughout with black and white reproductions of photographs, charts and graphs in color, and a map which outlines the leading market areas of Ohio. Write to E. F. Dierker, Advertising Manager, *Dayton Daily News and Journal-Herald*, Dayton, O.

"Practices in the Handling of Window Displays": A report published by the Steering Committee of the Association of National Advertisers. "The purpose," says A. L. Scaife, General Electric Co. (Bridgeport), chairman of the Display Steering Committee, "is to determine the percentage of companies using different types of window displays; their current practices of distribution and installation of window displays; their policies as to payment by retailers; their estimate of the portion of distributed displays that are actually installed in stores and the basis for these estimates." Findings are based on tabulation of 116 questionnaires returned. When three or more companies in the same industry returned the questionnaires, they were tabulated separately as an industry group. There are 10 groups in the report as well as 21 other companies in miscellaneous industries. Copies are available to non-members of the ANA for \$3 each. Write to Lowell McElroy, Vice-President in Charge of the Media and Research Department, Association of National Advertisers, Inc., 285 Madison Ave., N. Y. 17, N. Y.

No "Floor" for Salesmen's Pay, Says Salary Stabilization Board

Washington, August 7

The Salary Stabilization Board's powers are confined to regulations concerning *increases* in pay, and its function is to fight inflation. This opinion was rendered by the Board's counsel at an informal conference today between SSB officials and representatives of salesmen's associations who argued that since the Board put a *ceiling* on rates of compensation it should also provide a *floor* below which rates might not be cut either directly or indirectly.

Dr. Raymond B. Allen, SSB chairman, and his associates promised, however, to give serious consideration to problems of increased travel costs of commission men who pay their own expenses, and to consider cases of alleged inequities brought about by shifts from commission to salary, or vice versa.

Officers and counsel for associations claiming to represent more than 250,000 "outside" salesmen argued that salesmen were "forgotten men" under GSSR 1, the July 5, 1951 appendix to the National Defense Act. Represented were the Bureau of Salesmen's National Associations, Luggage & Leather Goods Salesmen's Association of America, National Association of Men's Apparel Clubs, Handbag Salesmen's Association, Infants and Children's Wear Guild, National Council of Salesmen's Organizations, The Order of Commercial Travelers of America, Travelers Protective Association, and Salesmen's Association of the Paper Industry.

The majority of the salesmen in these associations are commission men who pay their own expenses, and some are in the class of independent contractors. Their representatives claim that such men constitute upward of 75% of all outside manufacturers' salesmen.

At the morning session in Dr. Allen's office the representatives took pot shots at the sales employment practices and policies of their bosses, the sales managers, who could be nothing other than prime s.o.b.'s because, unless the SSB gave the salesmen special protection, the sales managers would:

3. Make charge-backs for displays, cooperative advertising, etc.
4. Take over best customers as "house accounts."
5. Employ unfair distribution of allotments.
6. Transfer relatives and in-laws to the best territories.

But with these gripes out of their systems and after a hearty lunch, they came back in a mellowed mood to the afternoon meeting and admitted that the *average* sales manager was a good Joe, and that it was only an insignificant minority that would take advantage of an opportunity to use implied Government sanction for such sharp practices. Nevertheless, they argued, the SSB should issue a ruling (in connection with Section 3 of GSSR 1) that there should be no change in salaries and/or other com-

pensation or trade practices without prior SSB approval. By trade practices they referred to territorial arrangements and bad-credit charge-backs, among other things. SSB officials told them that as they interpreted their directives, such matters were outside their bailiwick.

The picture of the outside commission man who pays his own expenses, as painted by their representatives, looks something like this:

He is a perfect example of the American free enterprise, entrepreneurial system. He is willing to gamble and take chances. He wants no more—but wants as much—protection by Government as is accorded other citizens. Most of the other citizens are protected by labor unions and maybe he is foolish not to join one if that's the only way to get a fair share. Travel and hotel costs have gone up much faster than his income, and those factors, along with the bigger tax bite, have brought his net earnings down to a dangerously low point. The vagueness of GSSR 1 bothers him because he fears the boss will say, "Sure, Bill, I know you deserve more money, and we're perfectly willing to give it to you, but our hands are tied by the Salary Stabilization Board."



"When A Salesman And A Purchasing Agent Go Dutch
What's Happening to Our Economy?"

1. Cut commission rates.
2. Split territories.

Advertising

MEDIA... AGENCIES... SERVICES

Neon Products Launches Drive for Ad Medium

With the opening of its SIGNvertising Division, Neon Products, Inc., Lima, O., is launching an advertising campaign for the new "Plastilux 500" signs.

The word "SIGNvertising" has been coined and trade-marked to designate "The Science of Selling Through Signs." Sam Kamin, president of the company, explains it as follows:

"Creating sign programs that will push products at the point-of-sale is a science. It starts with thoughtful analysis of the client's merchandising problems. It continues with designing and manufacturing proper dealer-front identification, window displays and inside counter signs. It includes development of individualized sales promotion and distributing programs to get fast and thorough sign coverage wherever the client sells.

"SIGNvertising requires exact reproduction of logotypes, colors, shapes and lettering styles. It dovetails with all the client's national advertising so the same unified impression is carried to the buying public at the point-of-sale.

"Our SIGNvertising Division works directly with the advertising and sales promotion departments of national, regional and local firms, or through their advertising agencies.



ARTHUR WINDETT, succeeds Gibson McCabe, newly named general manager, as advertising manager of *Newsweek*. (See page 40)

Modern fluorescent lamps have given us a better medium than neon."

The 1951 advertising schedule for this Division of Neon Products, includes two four-color process pages in *Fortune*, six black and white pages in *Business Week*, and ten 504-line insertions in *The Wall Street Journal*. The budget also covers pages in seven business journals.

Copy for the new campaign features national merchandisers now using "Plastilux 500." Byer & Bowman Advertising Agency, Columbus, O., handles the account.

TV Sets In Use Top Daily Papers In Six Markets

Television sets in use in the United States are now well past the 13 million mark. As of July 1 they totaled 13,093,000, according to an estimate made by Hugh M. Beville, Jr., director of plans and research, National Broadcasting Co.

This total represents a gain of 324,300 TV installations in June as compared with 269,400 in May. This is an increase of 27,900 more than



DON L. KEARNEY, formerly with the Katz Agency, is appointed manager of television spot sales for American Broadcasting Co.

was made in June, 1950.

Mr. Beville also reports that six of the nation's 63 television markets now have more than 500,000 sets. New York City leads with 2,435,000 sets, followed by Los Angeles with 1,002,000, Chicago with 940,000, Philadelphia with 863,000, Boston with 748,000, and Detroit with 501,000.

Mr. Beville points out that the number of TV sets in each of these six markets now exceeds the circulation of any daily newspaper in each market.

Industrial Distribution Celebrates 40th Year

Industrial Distribution, McGraw-Hill publication, is observing its 40th anniversary as a magazine for distributors of industrial tools, equipment and supplies.

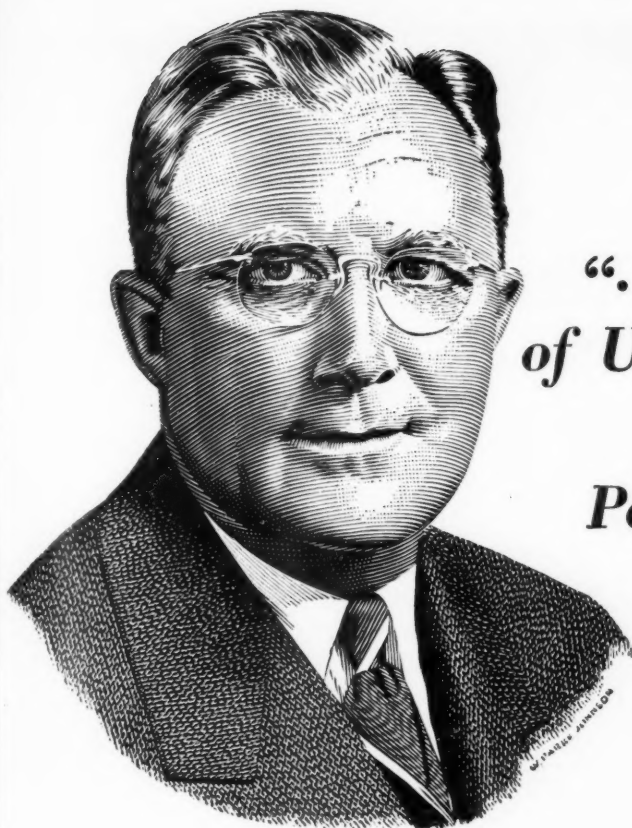
Since it was founded in 1911 the nation's industry has grown beyond all contemporary expectations. Dur-

Cheering Sections Waiting For Color TV, No Doubt

School colors for football jerseys, pants and helmets may at first confuse the paying customers at Southern California games this fall. They are to be replaced by other hues to give better identification via black and white telecasting.

Closed circuit television tests have already been made to help Western States and Metropolitan Conference teams compile a schedule of new color schemes—irrespective of old grad sensibilities—for their football uniforms and to enable TV audiences to identify and distinguish players during the 23-game season.

With 18 games to be televised a serious problem was presented when the traditional colors failed to provide enough contrast over TV. Walter McCreery, Inc., Beverly Hills, Calif., agency for telecasting sponsor, Hoffman Radio Corp., conceived the pre-season telecasting for tone, shade and color. The tests were privately monitored over KFI-TV, Los Angeles.



***“... \$26,500,000 worth
of U.S. Savings Bonds a year
under company
Payroll Savings Plan...”***

CHARLES E. WILSON

“General Electric employees are buying more than \$26,500,000 worth of U. S. Savings Bonds a year under company payroll savings plans. Since the inception of our savings plans in 1917, General Electric employees have saved \$445,000,000 of which \$280,000,000 consisted of the purchase of United States Savings Bonds since May, 1941. The record speaks for itself.”

The record of General Electric Company, and the records of more than 21,000 other large companies, prove that employees *want* to save the easy, automatic way—the Payroll Savings Plan.

As of November 1, 1950, more than 8,000,000 employees were buying U. S. Savings Bonds *every month*. While the figure was impressive, it was not as large as it should have been—a fact recognized by many companies.

In November and December, top executives of literally thousands of large companies (employing one hundred or more) decided to check their Payroll Savings Plan and endeavor to increase participation to 60% or more.

Here are a few December reports: in one of the larger units of a leading steel corporation, participation went from 20% to 80.6 per cent . . . a well-known independent steel company (13,710 employees) reported 82% participation . . . another large steel company (100,000 employees), 75% participation . . . one plant of a large rubber

corporation climbed to 94% (company average, all plants, 70%—and still going up). Tabulation of all companies exceeding 60% participation in December would literally fill this page.

Higher participation in the Payroll Savings Plan is good for the men and women for whom it builds security. It is good for the company because a saving employee is a better workman, a better citizen. It is good for the country because the month after month purchase of U. S. Savings Bonds by millions of Americans is a most effective check on inflationary tendencies.

Phone, write or wire, now, to Savings Bond Division, U. S. Treasury Department, Suite 700, Washington Building, Washington, D.C. Your State Director has a simple, four-point promotion plan, concluding with a person to person canvass that puts a Payroll Savings Application Blank in the hands of every employee. That's all you have to do—and you'll be surprised at the response from employees who *want* to save.

The U. S. Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the Advertising Council and

SALES MANAGEMENT





NEW LINE-UP formed by Columbia Broadcasting System's reorganization includes (left to right) in the CBS Television Division: David V. Sutton, vice-president in charge of sales; Merle Jones, vice-president in charge of company-owned television stations; I. S.

Becker, vice-president in charge of business affairs—and in the CBS Radio Division: Louis Hausman and James M. Seward, administrative vice-presidents; John J. Karol, vice-president in charge of network sales. All have been CBS executives for a number of years.

ing those 40 years, the total labor force has increased from 92,000,000 to 151,000,000; per capita income has risen from \$400 to \$2,119; the value of manufactured products has gone up from \$20 billion to \$235 billion.

In a tally made a few years ago of industrial distributors in operation, according to McGraw-Hill, it was found that 43% had been in operation since 1911. But 57% have been established since that day.

Industrial Distribution has paralleled that group. In 1930 the magazine published 401 news pictures. In 1950 the figure was doubled. Two decades ago 200 new product items were listed in the magazine and in 1950, 453. Sales messages totaled 1,276 pages in 1930 and in 1950 the publication carried 2,260 pages of advertising.

Three other magazines have been consolidated with *Industrial Distribution* through the years: *Industrial Selling*, *Industrial Distributor* and *Salesman*, and *Mill Supply Salesman*.

Seventeen Launches Business Campaign

Seventeen has just inaugurated in the field of business advertising a schedule of monthly insertions in major sales and advertising publications, plus a list of business publications covering fields in which advertisers have had outstanding results through use of the magazine.

The campaign is built around two chief points:

Number one is emphasis upon the maturity of *Seventeen's* two and a half million young women readers, based upon latest survey material, which shows the importance of the magazine's readership as a major consumer group.

Number two is emphasis upon effectiveness of *Seventeen* as a sales medium. Current advertisers, including retail stores, testify to unique results and responsiveness of the publication's audience.

With production at a peak and large stocks of goods available in many lines, *Seventeen* is entering on this campaign because its publishers carefully planned advertising expenditures and can continue to move quantities of merchandise and prevent temporary lulls. With its August issue, the magazine is celebrating the largest month's advertising volume and revenue in its history.

Results of the survey showing *Seventeen's* readership as a top consumer group is available to advertisers upon request.

Personnel Changes

Warner R. Moore, advertising director of *The Philadelphia Inquirer* since May, 1947, is appointed business manager of the *New York Herald Tribune* and will serve as administrative assistant to William E. Robinson, executive vice-president of that newspaper. At *The Philadelphia Inquirer* David M. Podvey becomes business manager; James T. Quirk, general promotion manager; Gordon F. Chelf, advertising director; Robert M. Beck, national advertising manager.

George W. Huesler, new Radio Network Sales Service manager for the American Broadcasting Co., suc-



FRED N. DODGE joins NBC as director of merchandising for the radio network; was associated with *The American Weekly* and *Puck*—*The Comic Weekly* for 15 years.

ceeds Thomas P. Robinson, recently promoted to business manager for Network Television Sales for ABC.

George H. Poland, manager of the Montreal, Canada, office of Young & Rubicam, Ltd., is named a vice-president of the Canadian subsidiary of Young & Rubicam, Inc.

Arthur P. Lawler, vice-president of Street & Smith Publications, Inc., is appointed to the board of directors of the company.

Curtis Tapes Ad Dollars Spent As Vacation Lures

A total of \$10,272,000 is being spent this year by 281 state, area, and city organizations to attract tourists and vacationists to their respective communities, it is reported in the fifth annual survey by the Research Department of The Curtis Publishing Co. This figure, which is above last year's total, represents expenditures for advertising and promotional purposes only and does not cover budgeted and administrative overhead costs.

"This year's outlook for the tourist business is good," the survey states. "With this country's industrial economy geared to a high level of production and with personal incomes and employment on the uptrend, the tourist business should be excellent. The vacation industry, however, is almost certain to encounter keener competition from other industry groups for a larger share of the consumer dollar.

"In fact, the tourist business has an important advertising and selling job to do if it is to keep pace with this nation's economy. Communities and areas must promote and sell their areas to the traveling public just the same as manufacturers must advertise and sell the products they produce."

The advertising expenditure travel survey is titled: "Tourist and Vacation Advertising Expenditures by States, Areas, and Communities in

COULD YOUR PRODUCT

Fit any of these Packages?



IS your product sold to business firms for Christmas gifts to customers and associates? Or is there a vast *untapped potential* in this market which you have not yet developed?

If your answer is "yes" to either of these questions, we can offer you a rare opportunity to offer your product direct to 14,000 sales executives who represent the most lucrative market for business gifts available anywhere. And you can make your sales pitch at the *crucial time* when they'll be preparing to buy their company's 1951 Christmas gifts.

What is this opportunity? It's a chance to advertise *right on the pages* of a new and

strategically-timed report entitled:

**"When A Corporation Says
Merry Christmas to Its Friends"**

to appear in the October 1st issue of
SALES MANAGEMENT

This revealing feature will include the results of a poll of 500 companies on their Christmas gift policies and preferences. It will list the "12 basic rules" for Christmas gift giving in business, and it will describe and *illustrate* gifts of all kinds.

It will provide an *ideal background* for selling your gift products to the sales bosses of companies which employ over 500,000 salesmen and sell to more than 100,000 wholesalers, 2 million retail & service establishments, and thousands of industrial organizations.

For complete advance information, including advertising rates and requirements, on the "Customers' Christmas Gift Section" of the October 1 issue, write **SALES MANAGEMENT** at the address below.

Sales Management

THE MAGAZINE OF MARKETING

386 Fourth Ave., New York 16, N. Y.



"CRUSADE IN THE PACIFIC," March of Time's documentary film, has been purchased by the American Broadcasting Co. for early Fall telecasting via its five owned TV stations. The 26-week series is being offered to sponsors on a spot basis.

1951," and is based on returns of questionnaires sent to organizations throughout the nation. It includes a report on expenditures being made to attract industries as well as tourists and vacationers.

The report shows that state, regional and community organizations in Florida are this season spending \$1,293,397; California, \$1,006,500; New York State, \$895,600; Arizona, \$464,800; Michigan, \$383,800; Wisconsin, \$365,000; Hawaii, \$350,000; Maine, \$343,700; New Jersey, \$343,500; New Mexico, \$333,600; Kentucky, \$322,000; North Carolina, \$310,600; Colorado, \$304,200; Pennsylvania, \$299,900.

Other states listing large outlays for community and state advertising include Tennessee, Oregon, Louisiana, Massachusetts, Virginia, and Missouri.

Emphasizing the economic importance of travel the Curtis report puts it this way: "The expansion of tourist travel by United States families in the past decade has been phenomenal. Every year U. S. tourists are



TED BERGMANN, top producing account executive for DuMont Television Network which he joined in 1947, is appointed director of the organization's network sales.

spending billions of dollars for vacation trips. The trend toward vacations with pay in virtually all fields of industry reflects the changing nature of this country's economic structure.

"Higher incomes and more leisure time have paved the way for greater numbers of people to travel to all parts of the United States and to all parts of the world. Countless communities, in fact, are gaining vast new wealth as tourists travel in ever-increasing numbers to their favorite vacation places."

How the bread cast upon the waters is returned many fold to the advertising communities is indicated by Curtis Publishing Company's most recent survey, "The Vacation Travel Market of the United States—Nationwide Survey, Number 2." Tourists, it shows, spend vacation dollars with practically every business in the community. For every \$100 spent by tourists for their vacations:

\$32—railroad, bus, plane and ship



CHARLES B. LORD, formerly assistant advertising director of *The Detroit Times*, is now advertising director of *The Indianapolis Star* and *The Indianapolis News*.

fares and gasoline, oil and auto accessories;

\$45 — hotels, resorts, motels, ranches and other lodging, restaurants and food stores;

\$23 — department, drug, sporting goods and other stores, entertainment, dry cleaning, laundry, utilities and other services, including professional services of doctors and lawyers.

According to the advertising expenditure travel survey, many areas are redoubling their efforts to make tourism a year-round business. Southern California and Florida are cited as outstanding examples of areas which have been successful in attracting tourists throughout the year. Tourists' expenditures means new wealth and higher profits for virtually every business in a community and the entire community benefits from the "new money" created, the Curtis analysis concludes.

"Salesography"— Pathfinder's Challenge To Old Ad Patterns

Advertisers must pre-sell
90 million Americans in
places of 25,000 or less.

A "new concept of marketing" has been developed by *Pathfinder Magazine*. Called "Salesography," it challenges the adequacy of advertising concentration in the relatively few large metropolitan markets, and maintains that an important part of the sales message should go to the 90,000,000 Americans living in places of 25,000 population and less to reach them "where they read" rather than where they buy.

Sales and advertising planning, according to Arch Thiele, vice-president and advertising manager of *Pathfinder*, have been based too much in the past on a geographical concept. Markets have been defined by city, state and county boundaries; advertising coverage has been planned and salesmen's territories allotted on the same basis. This method, he states, is old fashioned, outmoded and inconsistent with modern communications and present-day buying habits.

Sales vs Geography

"Modern-minded sales managers today are viewing advertising and sales planning less and less in the inadequate terms of geography," says Mr. Thiele, "and are beginning to base their marketing efforts on the concept of 'salesography.' Geography, according to Webster, is 'the study of the natural features collectively of an area. *Pathfinder* defines 'Salesography' as the study of the sales features and opportunities collectively of an area.

"Salesography" answers the claim that 85% of manufactured goods are sold in a relatively few big markets. It agrees that to a large extent the primary sales of goods are made in metropolitan markets, but normally at the wholesale level, not at retail. The wide gap between retail and wholesale sales totals in New York and other cities is an excellent example.

"Retail sales in New York City in 1950 were roughly \$8,500,000,000, while wholesale sales there were \$37,000,000,000, more than four times greater. Chicago retail sales were \$4,500,000,000, but wholesale sales were \$14,400,000,000. Minneapolis had \$725,000,000 in retail sales, while its wholesalers did \$2,-

500,000,000 business. Des Moines retailers had \$250,000,000 sales, but its wholesale trade totaled \$570,000,000. Goods, in reality, have not been marketed when they are sold to the wholesaler. The process is only complete when the retailer—sometimes hundreds of miles from his wholesaler—sells the merchandise to the ultimate consumer."

The "Salesography" concept, Mr. Thiele points out, shows the fallacy of planning advertising coverage on the pattern of a manufacturer's wholesale distribution. When such promotion is based on geography, rather than on "Salesography," the 90 million people living in places of 25,000 or less receive either a weak or inadequate sales message or no message at all. Good distribution alone is not enough.

Among a number of studies conducted by *Pathfinder* in the development of the "Salesography" concept, a survey of every family in Honeybrook, Pa., provided evidence of small rural community buying practices. Honeybrook was selected because it is removed from the influence of any metropolitan market. It has production, agricultural and retail activities.

Typical of the facts developed by this study are the following: A third of the families have charge accounts in metropolitan centers as much as 75 miles away. These families buy almost 90% of their clothing outside Honeybrook. Two-thirds of the families bought their refrigerators in other communities. Two-thirds of the cars in town were bought in other centers. Similar situations obtained in practically all kinds of consumer merchandise except food and the simplest convenience items.

Pre-sell in Home

"The 'Salesography' conception basically," Mr. Thiele contends, "is that these people must be pre-sold in their homes. When they reach the city on shopping trips their minds generally are made up as to the brands of goods they plan to buy. Advertising has little or no opportunity to sway them once they are on their way to making their purchases."

Pathfinder recognizes that large city department stores, banks, credit houses and many other retail and service institutions have been practicing "Salesography" for many years, but that it is new in its practical application to the manufacturer.

"Salesography," Mr. Thiele concludes, "says that advertising should pre-sell this great mass of consumers, too, before they go to the city to buy."

Think of it!

in a two billion dollar market

WMCT Memphis offers an UNDIVIDED AUDIENCE

of more than 90,000 television sets*

to sell this MEMPHIS MARKET you need

WMCT
Memphis' ONLY TV Station
WMC WMCF WMCT

*based on latest Memphis distributors' figures

National Representatives
The Branham Company
Owned and operated by
The Commercial Appeal

CHANNEL 4 • MEMPHIS
AFFILIATED WITH NBC
Also affiliated with
CBS, ABC and DUMONT

The BAYONNE TIMES WINS TWO NATIONAL AWARDS



THE BAYONNE TIMES continually strives for perfection in News Reporting, Features and Typography, ever mindful of its obligation to readers and advertisers alike.

Two more reasons why THE BAYONNE TIMES reigns supreme in this important segment of the Metropolitan New York market.

*Only DAILY to win two awards at the NEA

THE BAYONNE TIMES

Bayonne cannot be sold from the outside

Marvelous Service! Finest Food!
Air-Conditioned
HOTEL Mayfair
8th & St. Charles • St. Louis, Mo.

Teletype
SL 139



SPECIAL ASSISTANT TO GENERAL SALES MANAGER

Wisconsin manufacturer has excellent opportunity for sales executive. Must be experienced in traffic appliance sales, thoroughly conversant with all operating and policy phases of one or all three major national electrical distributors and qualified to correlate manufacturer's activities between all headquarters, district and branch offices on both contractor supplies and appliance items. Also supervise field sales forces' activities with these accounts on nation-wide basis. Please submit complete resumé of previous experience and salary requirements. Write Box 2802, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

235—Salary & Bonus Plans Popular in Drug Field. (Price 5c)

234—How to Head Off Arguments with Prospects, by Dr. Donald A. Laird. (Price 5c)

233—What Women Like and Dislike About Packages Today, by A. R. Hahn. (Price \$1.00)

232—Point-Of-Purchase: The Advertising Medium That Clinches The Sale. (Price 75c)

231—Sales Leap 51% When Homasote Offers Incentive For More Calls, by F. Vaux Wilson, Jr. (Price 10c)

230—Eight Types of Sales Prospects . . . and how to handle them, by William G. Damroth. (Price 10c)

229—The Jaded Convention Audience: How to Make It Sit Up and Bark. (Price 25c)

228—Appraisals for Salesmen: They Help to Lift The Batting Average; and Bonus Tied to Merit-Rating Adds Incentive to Industrial Pay Plan. (Price 50c)

227—227 Reasons for Continued Selling—Even though there's nothing to sell. (Price 10c)

226—When — and Why — Customers Mistrust Salesmen, by Dr. Donald A. Laird. (Price 5c)

225—What Air Reduction Is Doing to Increase Effective Selling Time. (Price 10c)

224—Market Research: The Coming "Must" in Industrial Selling, by Terry Armstrong. (Price 10c)

223—Hickok Tests Multiple Management and Finds It Sound, by A. R. Hahn. (Price 25c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

Do You Treat Canada As Just Another Export Market? (Price 10c)

What Industrial Buyers Expect to Find in Your Proposal Letters, by Herbert W. Green. (Price 10c)

Color Inserts: Too Lavish for Industrial Advertisers? by William F. Weimer. (Price 5c)

"Let's See You Do It" Training Is Heart of Winkler's Dealer Course. (Price 10c)

How's Your "E.Q.?" (Price 5c)

When Dealers Ask Salesmen, "How Do Your Ads Pay Off for Me?" by Alexander Klein and Morris I. Pickus. (Price 10c)

Adventures in Shopping. (Seventh and eighth of series of articles) (Price 25c)

Adventures in Shopping. (Fifth and sixth of series of articles) (Price 25c)

Adventures in Shopping. (Third and fourth of series of articles) (Price 25c)

Adventures in Shopping. (First and second of series of articles) (Price 25c)

Look Who's Buying Comics Now! G-E . . . Ethyl . . . Ford . . . and even the NAM . . . plus scores of other big names are distributing millions of specialized comics for a wide variety of sales and public relations objectives, by Etta M. Kelley. (Price 25c)

8 Traits That Make Salesmen Welcome at General Electric. (Price 10c)

How to Buy Advertising for 47 Cents on the Dollar, by Philip Salisbury. (Price 10c)

Does Increased Promotion Pay Off When General Business is Receding?, by Philip Salisbury. (Price 10c)

Advertising Once Stopped, Gathers Momentum Slowly (Pictograph) (Price 5c)

San-Nap-Pak Proves Effectiveness of Color Advertising in Newspapers. (Price 10c)

Does It Pay to Repeat an Ad? Tests Say "Yes!" (Price 5c)

"THE SALESMAN'S CREED," by W. C. Holman. A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copies: \$1. . . . 3 to 11 copies, 75c each . . . a dozen copies, \$6. . . . More than 12, 50c each.

INDEX TO ADVERTISERS

Accurate Flannel Bag Co. 78 Agency: Yardis Advertising Co.	Milwaukee Journal 5 Agency: Klau-Van Pietersom-Dunlap Assoc., Inc.	Trans World Airlines 79 Agency: Batten, Barton, Durstine & Osborn, Inc.
Advertising Checking Bureau 91 Agency: Hamilton Advertising, Inc.	Minnesota Mining & Mfg. Co. 29 Agency: Batten, Barton, Durstine & Osborn, Inc.	Troy Record Newspapers 73
Baltimore News-Post 9 Agency: Anderson & Cairns, Inc.	Moloney, Regan & Schmitt 75 Agency: Robert W. Orr & Associates, Inc.	U. S. Bond 113
Bardwell & McAlister, Inc. 105 Agency: Elmer W. Ayer, Adv.	National Broadcasting Company 68-69 Agency: J. Walter Thompson Co.	U. S. News & World Report 26-27 Agency: The Caples Co.
Dayonne Times 118 Agency: Harvey B. Nelson Advertising	Nation's Business 4 Agency: Royal & De Guzman	United Board & Carton Company 64A Agency: Barlow Advertising Agency, Inc.
Bloomington Pantagraph 105 Agency: Kane Advertising	New York Journal-American 1 Agency: Kudner Agency, Inc.	United Van Lines, Inc. 10 Agency: Stanley L. Cahn Co.
Boat & Shoe Recorder 77 Agency: R. D. Northrop Co.	New York News 6-7 Agency: L. E. McGivena & Co. Inc.	WDIA (Memphis) 20 Agency: Cole & Co., Inc.
Booth Michigan Newspapers 59 Agency: The Fred M. Randall Company	New York Times 2 Agency: Schwab & Beatty, Inc.	WHO (Des Moines) 14 Agency: Doe-Anderson Advertising Agency
Buffalo Courier-Express 81 Agency: Baldwin, Bowers & Strachan, Inc.	North American Van Lines 94 Agency: Applegate Advertising Agency	WJBO (Baton Rouge) 82 Agency: Henry J. Kaufman & Assoc.
Caston Repository 109 Agency: H. M. Klingensmith Co.	Oregonian 34 Agency: MacWilkins, Cole & Weber	WMCT (Memphis) 117 Agency: Simon & Gwynn
Chicago Sun-Times 87 Agency: John W. Shaw Advertising, Inc.	Pacific Northwest Farm Quad 16-17 Agency: MacWilkins, Cole & Weber	WSJS (Winston-Salem) 100 Agency: Bennett Advertising, Inc.
Chicago Tribune 4th Cover Agency: N. W. Ayer & Son, Inc.	Parade Publications, Inc. 85 Agency: Robert W. Orr & Associates, Inc.	Wall Street Journal 101 Agency: Bozell & Jacobs, Inc.
Cleveland Press 93 Agency: Fuller & Smith & Ross, Inc.	Premium Practice & Business Promotion .. 107	David White Co. 84 Agency: Klau-Van Pietersom-Dunlap Associates, Inc.
Detroit News 66 Agency: W. B. Doner & Company	Puck, The Comic Weekly 88B Agency: Robert W. Orr & Associates	Woman's Day 71 Agency: Paris & Peart
DuPont Cellophane 53 Agency: Batten, Barton, Durstine & Osborn, Inc.	St. Paul Dispatch-Pioneer Press 28 Agency: Melamed-Hobbs, Inc.	Woman's Home Companion 33 Agency: McCann-Erickson, Inc.
Elks Magazine 20 Agency: Laughlin-Wilson-Baxter & Persons	St. Petersburg Times 110 Agency: Griffith-McCarthy, Inc.	Worcester Telegram-Gazette 95 Agency: C. Jerry Spaulding, Inc.
Farm & Ranch Publishing Co. 31 Agency: Rogers & Smith Advertising	Sales Management 115	
Florida Newspapers 64B Agency: Newman, Lynde Assoc., Inc.	San Diego Union & Tribune Sun 90 Agency: Barnes Chase Company	
Flying Tigers 30 Agency: Heintz & Co., Inc.	San Mateo Times & News Leader 104 Agency: Hoefer, Dieterich & Brown	
Forbes Lithograph Co. 57 Agency: James Thomas Chirurg Company, Inc.	Seattle Times 32 Agency: MacWilkins, Cole & Weber	
Robert Gair 51 Agency: Wortman, Wilson & Co., Inc.	Seventeen 63 Agency: Al Paul Lefton Co., Inc.	
General Auto Rental Co. 104 Agency: Samuel Taubman & Co.	Shellmar Products Corporation 55 Agency: Howard Swink Advertising Agency, Inc.	
Gray Mfg. Co. 61 Agency: Erwin Wasey & Company, Inc.	Slick Airways, Inc. 108 Agency: The Caples Company	
Jam Handy Organization 2nd Cover Agency: Campbell-Ewald Company, Inc.	Southwest Publications Co. 80 Agency: George Knox & Assoc.	
The Schuyler Hopper Co. 47	Standard Outdoor Advertising, Inc. 88A Agency: Walter Weir, Inc.	
Hotel Lennox & Mayfair 118 Agency: Olian Advertising Agency	Stein Brothers 86 Agency: The Phil Gordon Agency, Inc.	
Housewives' Protective League 78	Strathmore Paper Co. 22 Agency: Abbott Kimball Co., Inc.	
Kimberly-Clark Corp. 83 Agency: Foote, Cone & Belding	Sweet's Catalog Service 18-19 Agency: The Schuyler Hopper Co.	
Life 12-13 Agency: Young & Rubicam	Telechron, Inc. 24 Agency: James Thomas Chirurg Company, Inc.	
Locally Edited Gvavure Magazines 21 Agency: Zimmer-McClaskey Advertising	Thomas Register 3 Agency: W. N. Hudson	
Louisville Courier-Journal 62 Agency: Zimmer-McClaskey Advertising	Tires Service Station 99	
Lubbock Avalanche Journal 110 Agency: Randall-Gay-Perry	Today's Health 79 Agency: Advertising Anonymous	
Market Statistics 97		
Maryland Glass Corp. 3rd Cover Agency: VanSant Dugdale & Co., Inc.		
McClatchy Newspapers 25 Agency: J. Walter Thompson Co.		
McGraw-Hill Publishing Co. 23 Agency: Fuller & Smith & Ross, Inc.		
Midwest Farm Papers 11 Agency: Olmstead & Foley Advertising Agency		

CAPABLE SALES MANAGER

wanted by manufacturer of small electrical appliances presently marketed through electrical and drug wholesalers, drug chains and department stores in small town in Bluegrass section of Kentucky. An excellent opportunity for the right capable man. Write at once in confidence giving full particulars and salary required. Box 2801, Sales Management, 386-4th Ave., N.Y.C.

Wanted: District Sales Representative for Nationally Advertised Food Product, the Leader in Its Field

Position will correspond to district sales manager in Great Lakes—Mid-West area. Compensation on salary and expenses basis. Man we want should have background of experience with prominent national or regional food packers. This is a permanent, substantial position. Candidate must be able handle men and direct merchandising. Must live in or adjacent Chicago. Please give salary expected and references in reply. Our employees know about this ad.

Box 2804, Sales Mgt., 386-4th Ave., NYC

FOOD SALESMAN

Wanted to sell advertising for national retail food trade publication. Salary plus bonus. Established accounts; tremendous potential in eastern territory. Write in detail about experience and background. Include base salary desired. Box 2803.

Wanted

Experienced Packaged Food Sales Promotion Manager

World's largest rice growing, milling, packaging and marketing organization wants experienced Sales Promotion Manager with proven record of successfully selling packaged foods through food brokers, wholesalers, chains and supers. Must be experienced in national market analysis, supervision of field salesmen and food brokers, and preparation of effective sales bulletins. Write in detail, giving personal history, experience and salary required. Box 2805, Sales Management, 386-4th Ave., New York 16, N. Y.

COMMENT

WANT TO BE A "PROFESSIONAL?"

The Salary Stabilization Board has defined "professions" as "learned fields which require special academic training."

Out in the cold are salesmen, sales managers, advertising men, business consultants and many others who sometimes deck themselves out in professional raiment.

The dictionary (Funk and Wagnalls) isn't precise about the word "profession." It is "an occupation that properly involves a liberal education or its equivalent, and mental rather than manual labor, especially one of the three learned professions (theology, law, medicine). Hence, any calling or occupation involving special mental and other attainments or special discipline, as editing, acting, engineering, etc."

Should those who don't qualify as professional men under the SSB ruling be upset—as many of them seem to be?

Some may take this as quibbling, but we see a distinction between having a "profession"—and observing standards of conduct which are often called "professional standards". We agree with Goodyear's Robert S. Wilson that better selling is likely to follow a better, broader education, but until such time as salesmen have to pass a state board examination, as doctors and lawyers do before they can practice, they won't kid anybody but themselves that they are professional men. And who wants to have to pass a special examination before he has the legal right to try to sell something!

Would there be any real advantage to the salesman or sales manager if he had professional status? If he's the kind who squirms if he is referred to as a "business man", he would be flattered to be known as "Doctor" Jones, but, like every other good thing in life, he would probably have to pay heavily for the distinction.

The greater the degree that people in selling achieve professional status, the more they will become pigeon-holed as specialists, and the less likely they are to be advanced to top management status.

Over the years we have been very favorably impressed by the men turned out by the Harvard Graduate School of Business Administration. Where they have an edge over the graduates of the commerce or business departments of most other universities, undergrad or postgrad, is that Harvard does such a good job of teaching its men the over-all problems of a business.

A man may want to go into the sales department, but he'll do a better job there if he understands the language and the functions of the other departments—and he'll stand an immensely better chance of getting into the top echelon.

Maybe the Salary Stabilization Board gave those engaged in selling or advertising a real boost by not accepting them as professional men—if the result is that they set out to be well-rounded *businessmen*, instead of specialists.

MANPOWER IN WASHINGTON

This is a medium-level big businessman turned temporary Washington bureaucrat (for the second time in 10 years) speaking:

"If outstanding businessmen don't take their turn heading up controls in Washington, the President will have no alternative but to assign these jobs to regular civil service employees. They will be of greater or lesser competence, but we can be sure they will have less practical experience."

Many of the top people running controls now are "retreads" from the War Production Board. Like service reservists, they were called back because they knew the ropes and could save valuable time in our defense.

Executives who have returned to Washington represent, by and large, a new breed: the Government-minded businessman. They, like Charlie Wilson, have willingly lent a hand to their Government, though it has been in the hands of an administration politically distasteful to them.

But is it fair to ask these businessmen "retreads" to carry on for an indefinite length of time? If we were in an all-out war, these executives would gladly perform their duties for the duration. However, our defense efforts appear largely aimed at a garrison state for 20 years or so. That plan calls for a new manpower policy for the Washington control agencies.

With the coming of peace in Korea, it will be perfectly human for businessmen in Government to ask to be relieved. Will their replacements come from the ranks of business?

One businessman has advanced this solution: Let companies grooming their new flock of top executives make them available for a year's Government service as a basic part of their management training. Big companies can do this much more readily than medium and smaller-size ones. No matter in what way businessmen are brought into Government, it's important for the Nation to build up a cadre of businessmen with practical Government experience.

Ten years ago an astute observer suggested that each businessman should devote about 5% of his time to participation in our Government. For many businessmen that time might well be a year's hitch in Washington.

Is that too much to ask out of a man's 35-40-year business career?

1951's TIE-IN SALES

We asked the butcher for a bone for our dog. "Don't have any bones," he replied. "In fact, about all I can buy these days are steaks and filets—I have to take five pounds of these for every pound of lower grades with bones."

empo-
in 10

turns
t will
regular
lesser
practi-

w are
serv-
knew
defense.

repre-
minded
llingly
een in
ful to

ds" to
ere in
perform
use ef-
or 20
policy

he per-
ask to
ranks

: Let
cutives
vice as
panies
maller-
en are
Nation
overn-

at each
me to
essmen
ington.

0-year-

Don't
an buy
ce five
s with

MENT

PO
IN
LE